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THE FUTURE IS NOW!

LIBRARY SERVICE FOR PALM BEACH COUNTY, FLORIDA

A Report with Recommendations

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PALM BEACH COUNTY
PUBLIC LIBRARY
3650 SUMMIT BLVD.
WEST PALM BEACH, FLORIDA 33406

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THE FUTURE IS NOW!

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PREFACE

On June 2, 1978, the Board of County Commissioners of Palm Beach County advertised throughout the country for a Consultant ". . . to have a County-wide Library Study made."

The Request for Proposal distributed by the County was specific in stating that a written report should include "The type of library system that is best suited/feasible for establishment in this County." The Request for Proposal further specified that the independent Consultant report on "The method which will provide equitable funding to all participants in the recommended County-wide Library system."¹

A legal agreement between this Consultant and the County was signed November 14, 1978. The contract stated that "The Consultant shall conduct a study of the operation of the present County Library System and on the development of County-wide library service." The contract further stated that the Consultant would, in a final written report, address "A study of the past and future status of public library service within Palm Beach County; including all municipal libraries, and all libraries operated by the special Taxing District. An investigation of alternatives to the present configuration which would promote improved quality, effectiveness and efficiency. A consideration of alternative systems which would be compatible with Florida State Statutes regulating State and Federal aid, include the participation of as many agencies as possible and would ensure equitable funding and delivery of service to all."² The Board of County Commissioners further

implemented this study by means of an appointment of a Library Task Force chaired by Tony Smith, Assistant County Administrator.

I believe it important to remind readers of this report of the intent of the County in calling for this study.

This Consultant has found Mr. Smith, the Task Force, the staff of the Palm Beach County Library System and the Directors of the various municipal libraries to be most helpful and cooperative in supplying data and offering opinions and concerns regarding library service in and for Palm Beach County.

I believe it is accurate to state that everyone I talked to and/or corresponded with sincerely wants the best level of library service possible.

It is also fair to say that there are differences of opinion as to how the best level of service might be achieved. This is to be expected.

It is also fair to state that over the last ten years some very strong opinions and beliefs have been developed concerning the pros and cons of County-wide library service in Palm Beach County. There are those who favor consolidation. There are those who are strongly opposed to consolidation. There are others in favor of a federated approach -- and probably an equal number of persons who dislike that configuration. There are others who believe that a cooperative approach is best for Palm Beach County. There are those who disagree.

It is the sincere hope of this Consultant that this report will be read as a document which looks forward and not into the past. The comments made about the past are primarily for illustrative purposes to set the stage for future develop-

ment. What has happened, has happened. There is no opportunity to recapture one moment of the past. Therefore, it is of little value -- in the opinion of this Consultant -- to dwell on the past. Rather, let us all look to the future for the means and ways to improve the level of library service for all residents of Palm Beach County, Florida. The future is now!

¹ Helser, L. R. "Proposal for Library System Study," June 2, 1978

² Kehoe, Moira. "Contract to Act as a Consultant on Library Services in Palm Beach County, Florida," November 14, 1978.

INTRODUCTION

"The influence of the librarian as an educator is rarely estimated by outside observers, and probably seldom fully realized even by himself. Performing his duties independently of direct control as to their details, usually selecting the books that are to be purchased by the library and read by its patrons, often advising individual readers as to a proper course of reading and placing in their hands the books they are to read, and pursuing his own methods of administration generally without reference to those in use elsewhere, the librarian has silently, almost unconsciously, gained ascendancy over the habits of thought and literary tastes of a multitude of readers, who find in the public library their only means of intellectual improvement. That educators should be able to know the direction and gauge the extent and results of this potential influence, and that librarians should not only understand their primary duties as purveyors of literary supplies to the people, but also realize their high privileges and responsibilities as teachers, are matters of great import to the interests of public education."¹

These words, penned over one hundred years ago by S. R. Warren and S. N. Clark, co-editors of a special history of public libraries in the United States, are as appropriate today as when first written. For the vast majority of our citizens, be they in Palm Beach, Florida, Dallas, Texas, Saginaw, Michigan, or Fairbanks, Alaska, the public library is ". . . their only means of intellectual improvement." Without a strong and viable public library system, our opportunity

to grow and prosper with an improved life quality is lessened.

Today information is the key to education and improvement. Information; between the covers of a hardbound book, on the spool of a cassette tape, within the frames of a 16mm film, via a video screen of a highpowered computer, information is the name of the game. Libraries, especially public libraries, are best equipped to provide information to a public that needs to further its knowledge and education.

Peter Drucker, one of the foremost thinkers of this century, said it well when he wrote "The emergence of knowledge as central to our society and the foundation of economy and social action drastically changes the position, the meaning, and the structure of the knowledge Knowledge areas are in a state of flux."²

The knowledge explosion is real and well documented. We are satisfied that the knowledge produced by the world of 1900 was doubled by 1950, and that it doubled again by 1965. The term "explosion" seems most appropriate.³

For a community -- and Palm Beach County is indeed a community -- to grow and prosper, it must be in a position to respond to this knowledge explosion and this change of flux of things that we knew or thought we knew from our past. Over the years, the importance of the public library is well documented. Witness these comments:

"A great library contains the diary of the human race."⁴

"He that revels in a well-chosen library has enumerable dishes, and all of

admirable flavors."⁵

"The library is not a shrine for the worship of books. It is not a temple where literary incense must be burned or where one's devotion to the bound book is expressed in ritual. A library, to modify the famous metaphor of Socrates, should be the delivery room for the birth of ideas -- a place where history comes to life."⁶

That books and reading is important, and that libraries have a role to play, has been recently documented in a national poll just issued. The Gallup poll, "Book Reading and Library Usage: A Study of Habits and Perceptions," stated that 59% of Americans have read a book in the past month, and 51% of those have visited a public library. 77% of the adults sampled by Gallup had read a book in the past year, and 59% of that group had visited a library.⁷

It is reasonable to presume that in a County as active as Palm Beach these figures would be higher.

The public library has developed from that of a repository of material into one of many outlets of books and information being required by a demanding public. To keep pace with this demand requires an organized system of library service.⁸ No one library, regardless of its size and financial base, can be all things to all people. This is true of the largest library; it is true of the smallest library. But a system of libraries working in harmony, sharing resources and making their materials accessible and available to the broader community can serve its constituency.

Access is the key to the future of library service. This is as opposed to the philosophy of local holdings. This is not to say that holdings in the local community, meaning books on the shelf of the town library, is not important. Obviously, it is. But, with an annual publishing output in the United States alone of over 40,000 new titles and editions, with an escalation in the price of books at a pace faster than all other consumer goods (as measured by the Consumer Price Index), then a library system where access is as important as holdings is the key to the future.⁹

Yes, the public library is an educational institution. It is an informational service. It exists for the public. It is paid for by the public through taxes. It is the responsibility of the governing body of the community to make available to its citizens the very finest public library system. It will require time, patience, cooperation and money.

¹Warren, S. R. and S. N. Clark, editors. "Public Libraries in the United States of America," c 1876, p. xi.

²Drucker, Peter F. "The Age of Discontinuity: Guidelines to Our Changing Society," c 1969, pp. 389-90.

³McAnally, Arthur M. and Robert B. Downs. "The Changing Role of Directors of University Libraries," (in Strategies for Change, William E. Hug, editor), c 1974, p. 48.

⁴Dawson, Rev. George. Address on opening the Birmingham Free Library, October 26, 1866.

⁵Godwin, William. "The Enquirer: Early Taste for Reading," n.d.

⁶Cousins, Norman. "ALA Bulletin," October, 1954.

⁷"Americans read, and use libraries, says Gallup," Library Journal, December 15, 1978, pp. 2465-66.

⁸Campbell, Henry C. "Public Libraries," (in Comparative & International Library Science, John F. Harvey, editor), c 1977, pp. 91-102.

⁹Kent, Allen, "Crystal Gazing into the Future," Journal of Library Automation, December, 1978, pp. 329-337. .

TABLE 1

PALM BEACH COUNTY PUBLIC LIBRARY SERVICES

Comparative Data

	<u>SERVICE</u>	<u>EXPENDITURES</u>	<u>HOLDINGS</u>				
	Per Capita	Books Per Capita	Circ. Per Capita	Circ. Per Vol.	Circ. Per SF	Circ. Pe Staff	
TL	Palm Beach County System	\$5.57	.62	3.3	5.4	19.2	12,111.1
	Central	1.09	.24	0.8	3.5	6.9	9,948.7
	Del Trail Branch	5.08	.85	4.2	4.9	28.4	13,500.0
	Mid-County Branch	1.19	.30	1.8	6.2	42.5	22,666.7
	North County Branch	2.94	.75	5.3	7.0	49.4	24,000.0
	Okeechobee Branch	1.71	.38	4.4	11.8	111.1	40,000.0
	Palm Beach Gardens Branch	1.32	.32	2.2	6.8	30.9	22,666.7
	Southwest County Branch	3.50	.75	4.1	5.4	32.7	19,600.0
	Mobile Service	1.03	.22	0.8	3.4	29.0	11,600.0
	Belle Glade	4.56	1.44	1.4	1.0	4.1	4,000.0
	Boca Raton	4.05	1.07	4.5	4.2	27.5	16,866.7
	Boynton Beach	6.19	1.53	7.5	4.9	22.4	14,944.4
	Delray Beach	5.63	1.29	3.9	3.2	8.5	11,333.3
	Greenacres	6.20	3.60	N/A	N/A	N/A	N/A
	Lake Park	6.33	2.22	6.1	2.8	11.0	18,333.3
	Lake Worth	5.45	2.21	9.1	4.1	29.2	18,138.0
	Pahokee	4.50	2.33	N/A	N/A	N/A	N/A
	North Palm Beach	8.06	1.88	5.0	2.7	5.3	9,411.8
	Palm Beach	N/A	N/A	N/A	N/A	N/A	N/A
	Palm Springs	4.50	.90	N/A	N/A	N/A	N/A
Riviera Beach	3.43	.90	2.2	2.4	4.6	8,666.7	
West Palm Beach	12.03	1.29	3.2	2.5	5.8	12,727.3	

TABLE 2

PALM BEACH COUNTY PUBLIC LIBRARIES

Comparisons With Other Major Florida Systems*

CATEGORY	Broward	Jacksonville	Orlando	Tampa- Hillsborough	Palm Beach System	Palm Beach Other	Palm Be Tota
Population**	883	579	560	600	221	294	515
Holdings**	566	788	604	588	110	410	520
Per Capita	.64	1.36	1.08	.98	.50	1.39	1.01
Audio-Visuals	600	31,000	18,000	18,000	3,800	7,200	11,000
Current Magazines	1,700	510	1,400	2,400	230	1,270	1,500
Circulation**	2,490	2,022	2,708	1,986	609	1,389	1,998
Per Capita	2.8	3.5	4.8	3.3	2.8	4.7	3.9
Facilities	12	11	13	13	6	11	17
Square Footage**	121	195	126	227	19	102	121
Hours of Service	68	69	73	69	54	55	54
Librarians	16	43	48	59	10	17	27
Total Staff	137	152	192	205	53	118	171
Director's Salary**	\$ 35.0	\$29.5	\$30.5	\$27.5	\$20.7	\$21.7	\$21.7
Entry Level Salary**	\$ 11.6	\$11.7	\$11.3	\$10.7	\$10.6	\$10.8	\$10.8
Budget**	\$2,841	\$2,489	\$3,279	\$3,529	\$1,048	\$1,247	\$2,295
Per Capita	\$ 3.22	\$4.30	\$5.86	\$5.88	\$4.73	\$4.24	\$4.47
Salaries %	47	59	62	64	42	63	58
Materials %	24	21	15	18	19	19	19

* Figures based upon 1978 Florida Library Directory with Statistice for 1977.

** Figures in thousands.

LIBRARY SERVICE IN PALM BEACH COUNTY NOW

There are 24 library "buildings" in Palm Beach County, plus 18 mobile library stops. These buildings range in size from the 36,000 sf structure in West Palm Beach to the corner of a meeting room in the Highland Village Town Hall. Palm Beach County residents spend approximately \$4.50 per capita to support public library service. They have about 520,000 volumes to choose from, about one book for every man, woman and child in the County. They read that book four times apiece last year -- the circulation was almost 2,000,000 items. Fifty-four hours of library service are available to them. Twenty-seven librarians serve them, and there are 144 other library employees. Fifty-eight percent of their library dollar goes for salaries, 19% for new books and other materials, and the balance for supplies, utilities, communications, building maintenance and a multitude of other expenses required to operate a library. Table 1 details some of the comparisons at the existing library units in the County. Table 2 compares Palm Beach County public libraries with other major systems in the state.¹

So much for the quantity. What about the quality? If one would study the basic stock and trade of libraries as we know them today -- the book collection -- then Palm Beach County libraries would receive a fairly good grade. A questionnaire administered by this Consultant was intended to measure, as far as library materials are concerned, the availability of current materials in the County.² "Current" is defined as those items which have been purchased/published within the last six to twelve months. There was also a request for

the availability of certain periodicals and for means to access those periodicals.

As far as monographic titles are concerned, of the 76 titles listed in the survey document, at least one copy was owned by at least one library, with two exceptions. There were no reported copies owned or on order for "Best Sail Cruising" or "Pro-Football Mystique." In some libraries there were dozens of copies available to the Palm Beach reader. There were 204 copies of "Evergeen," 142 of "Chesapeake," 135 copies of "Bloodline," 131 of "Scruples," and 83 copies of "Systers and Strangers." This "policy" of providing multiple copies of current best sellers is to be applauded. It is an age-old question within library circles as to whether or not the demand for the latest and most popular book should be met by the public library or should be acknowledged as being an unresolvable problem. The effort is being made in Palm Beach County, especially within the Palm Beach County Library System, to meet these demands. I believe that this is a proper response and a justifiable expenditure of tax dollars.

Monographs are only part of a library collection. With the rapid knowledge explosion, more and more attention must be given to the periodical collections and other resources which may reach the reader more quickly than the book. Forty periodicals were on the survey. The batting average of Palm Beach libraries was considerably less in this arena. Twenty-five percent of the periodical titles were not subscribed to by any library. This included such titles as Administrative Management, Florida Monthly, Human Behavior, Miami Magazine, Playboy, Soccer and Tennis Magazine. Of equal concern was the fact

that three new but important indices to current and popular periodicals were also in short supply within the County. "Access" was reported by only one library, the York Memorial Library in Pahokee. Pahokee, as well as Belle Glade, reported subscribing to the "Index to Free Periodicals." Only the Lake Worth Public Library has a subscription to "Monthly Periodicals Index." It is presumed that all, or most all, of the libraries subscribe to the "Readers Guide to Periodical Literature," and perhaps some libraries to some of the other standard Wilson indices. However, it is no longer adequate for a library which wishes to adequately serve its public to limit its periodical access resources to the Wilson guides -- as good as they may be.

The survey determined that the expenditure for books and other informational resources is not keeping pace with the growing population within the County and within the aforementioned knowledge explosion. The West Palm Beach impetus will help that library make giant strides forward. With a willingness to share its resources with others, there will be wide-spread benefit. However, a means must be found to provide a significant influx of money into the acquisitions budget of all libraries if progress is to be made.

The quality of service to the patron, as reflected through the staff, was not possible to measure by means of the survey instrument. As I visited several libraries during the month of December, 1978, I was able to make quick eye-ball observations as to the level of service. I observed a great deal of activity, some very fine readers' advisory service, programming of varied kinds and a good attitude toward serving the public. With there being only 27 library

professionals in the County, and realizing that most of those are in administrative positions, then the day-in and day-out qualify of library service beyond the basic readers' advisory service is questionable. This is not to diminish at all the work of any library employee of any library in the County. It is simply to state a fact that librarianship requires education and training at the graduate level if it is to be provided in a high-quality manner. A demanding public, a public which is thirsting for knowledge, will not be satisfied by a library, be it an individual unit or a system of libraries, which does not provide a staff that is knowledgeable and aware of the latest developments in the whole field of knowledge. This is a goal toward which all librarians strive, and few if any achieve, but the goal is nonetheless a commendable one which Palm Beach County will wish to move toward.

¹See Appendix A for comments made by non-public librarians regarding the quality of public library service in Palm Beach County.

²See Appendix B.

SERVICE FOR THE FUTURE

Public libraries, from coast to coast and border to border, have been undergoing a great deal of review and criticism both from within and without over the last few years. It is a valid statement to say that the public library of yesterday will not satisfy the citizen of tomorrow -- and perhaps not even the citizen of today. Therefore, we find the large and the not-so-large libraries undergoing a great deal of self-analysis and study as well as outside analysis and study (as is the case in Palm Beach). The Public Library Association, a division of the American Library Association -- the largest library organization in the free world -- recently published "A Mission Statement for Public Libraries."^{1 2} This statement is intended to replace the quantitative standards that have guided public libraries for many years.³ The statement is now approximately a year and a half old, and feedback from the non-library community is beginning to be felt and its presence known.⁴

The following programs are listed as general recommendations for the development of public library service in and for Palm Beach County. They are not listed in priority order.

It is recommended that public libraries in Palm Beach County develop as:

1. Adult Education Centers, in cooperation with the community colleges and the public schools (if they are involved in adult education);
2. Audio and Video Tape Centers, to be major new sources of information in the years ahead. Recent articles in such diverse publications as

American Libraries⁵ and Time⁶ point out the rapid and exciting developments in these fields. Palm Beach County public libraries should be at the cutting edge of these developments;

3. Reading Centers for Retired Persons, an obvious and natural role for Palm Beach County to play. However, this should not be taken for granted, and it is to be remembered that there are a large number of non-retired persons in the County who also must be served;
4. Information Centers about Government Programs and Public Policy, a two-way situation. That is, the library should contain information which public employees and officials, both elected and appointed, can use to make even better decisions about the future, and the library should contain information which the public can find and use to help them make better decisions about the role of government in their lives;
5. Career Information Centers, places in a community where all information on how to take advantage of opportunities for job career advancement is assembled. The public library is the natural place for such information centers;
6. Personal Problem Solving Centers, for the complexity of our fast-paced society unfortunately brings an increasing number of personal problems to many citizens. To meet this need, the library should create a "solving your personal problems department," whereby patrons would find a variety of self-help books and popular periodicals such as "Passages," "How

Children Adjust to Divorce," Psychology Today. In addition to these materials, an information and referral service for community resources should be an integral part of such a service;

7. Trainer and Information Management Centers, whereby the library would offer a form of instruction. There are individuals, firms and voluntary associations that do not know how to manage their business records and other information bearing materials. Teaching such organizations how to set up filing systems for effective information retrieval and families how to organize their transactions records, photographs, home movies and record albums, would be a very popular and useful community service;
8. Service to the Schools, but the public library should not become the school library (although there is nothing wrong in the opinion of this Consultant with a public library and a school library sharing the same facility if site consideration and access questions can be resolved since it is the taxpayer who is paying for both). The thrust of this recommendation is for the two institutions to work in harmony and complement each other with no thought of one supplanting the other;
9. Knowledge Stations, as the public library must not only join but must take the lead in the technology revolution regarding bibliographic access. The library should plan for a future where there is less dependence upon the shelf holdings and more reliance on "knowledge stations" equipped with on-line terminals that link the patron to all recorded human knowledge

stored in libraries and information centers. This Consultant does not believe that the book is going to disappear; in fact, I believe that it will take on even more importance, although it may change in character and means of production. But, no one library can contain all of the books necessary to serve its public.

These recommendations are intentionally broad and general. They are intended to serve as an outline for the development of library service in the County as far as the delivery-of-service aspect is concerned. Before any of these programs are implemented, care must be taken to relate them to the needs and desires of Palm Beach County residents. A community analysis/needs assessment should be undertaken. Fortunately, there is much recent work which can be tapped to guide the library in this endeavor. Concurrently, more must be learned about the patron and the potential patron. Here also much information is recently available which provides new insights. Carpenter's study in North Carolina,⁷ Madden's article about library user and non-user life styles,⁸ and Art Plotnik's review of three recent reading surveys⁹ all give invaluable insights into the clients that libraries are and will be dealing with in the years ahead.

¹"A Mission Statement for Public Libraries: Guidelines for Public Library Service: Part I." American Libraries, December, 1977, pp. 615-620.

²"PLA Drafts New Public Library Mission." Library Journal, December 15, 1977, pp. 2460-1.

³Berry, John, III. "New Public Library Mission," Library Journal, December 1, 1977, p. 2379.

- ⁴"Letters to Marie: View on the Public Library's Role." Public Libraries, Fall, 1978, pp. 1-4.
- ⁵Jones, Maxine. "Large Screen TV Projection: Variations on a Beam," American Libraries, February, 1979, pp. 91-2.
- ⁶"Disc Duel," Time, February 19, 1979, pp. 51-2
- ⁷Carpenter, Ray L. "The Public Library Patron," Library Journal, February 1, 1979, pp. 347-51.
- ⁸Madden, Michael. "Library User/Non-User Lifestyles: Marketing Survey Spinoff," American Libraries, February, 1979, pp. 78-81.
- ⁹Plotnik, Art. "Naked Came the Reader, or a Tale of Three Surveys," American Libraries, December, 1978, pp. 639-40.

ADDITIONAL REFERENCES

- Penland, Patrick R. and Aleyamma Mathai. "The Library as a Learning Service Center," Dekker, c 1978.

SPECIFIC RECOMMENDATIONS

The following should be implemented as quickly as possible. Some will require an expenditure of funds, others will not -- just time and a willingness to work. The recommendations are not listed in priority order.

Communications.

The courier service operated by the County Library System should be available to all libraries within the County on a regular basis. Libraries (buildings) with an annual circulation of 60,000 or more should be visited three times a week. Those with a circulation of between 20,000 and 59,999 should be visited twice a week, and libraries with less than 20,000 annual circulation should be visited one time a week.

A WATS line telephone linkage should be established interconnecting all libraries (buildings) in the County which have an annual circulation of 60,000 or more. This should be a line for internal communications to process book requests and to facilitate other communications needs.

Telefacsimile should be installed linking the Palm Beach County Central Library with the Belle Glade, Boca Raton, Boynton Beach, West Palm Beach and North Palm Beach libraries. The system should be such that each institution can both send and receive messages. Installations in these communities will make the service as accessible to the entire County as can be economically justified at this time.

A "Library Director's Council" should be established with meetings held once a month. The Council should be open to all administrative heads of all public libraries within the County. There should be a rotating chair with the presiding officer being the hosting library. It would be the responsibility of the chair to establish the agenda and to conduct the meeting. The purpose of the Council would be to exchange information, develop plans for cooperative endeavors and avoid unnecessary duplication of materials and services.

"Minutes" of that meeting should be used to serve as the basis for a County-wide "Library Information Bulletin" which would be circulated to all library employees, board members and City and County elected and appointed officials. The preparation and distribution of the "Library Information Bulletin" should be the responsibility of the Palm Beach County Library System. The "Library Information Bulletin" should include not only the information coming from the Director's Council but other pertinent and timely facts and information items which will enhance the awareness of Palm Beach officials regarding their library service and activities.

Efforts should be made to add new spark to the Palm Beach County Library Association. This organization, if operating at high efficiency, should meet at least six times a year, and these should be meetings look forward to by all types of librarians throughout the County. The exchange of information that could take place, coupled with an educational program as a part of each meeting, could do much to improve the equality of service throughout the County.

Promotion of Library Services.

A County-wide "Friends of the Library" group should be established. This group should not be seen as being competitive with municipal library Friends organization. It would be ideal for citizens to be members of both a local and a County-wide Friends organization. Dues for the group should be low enough to be affordable by all, but high enough to provide some working income for the organization. An annual fee of \$5.00 per individual is considered a minimum, \$25.000 per individual a maximum. Funds collected by the Friends would be separate and apart from any operational and capital monies now available to any tax- or privately-supported public library operation. The prime purpose of the Friends would be to support the libraries throughout the County on such matters as referenda, securing additional financial support, and most importantly, helping establish increased usage and goodwill for the public libraries of Palm Beach County.

A special task force of librarians, although not necessarily the Directors, should be established to plan and implement a series of County-wide programs. These programs would be staged simultaneously in various libraries throughout the County. At least two of the programs should be adult oriented, one should be for the young adult (high school age), and one for children. Topics should be carefully researched. The programs should be supported by attractive promotional pieces, radio and television announcements, and newspaper coverage. A program should be held each quarter of the year; a minimum of five libraries should participate in each program. If all 24 agencies wanted to participate,

that would be outstanding. It would not be necessary for the same library to participate in each program.

Public library service in Palm Beach County needs to be better identified. One way to accomplish this is for there to be a library logo or emblem. Funds should be raised privately to promote and support a "design our library logo" contest. Persons from the advertising and public relations sector should be asked to serve as contest judges. Encouragement should be given to persons of all ages and walks of life throughout the County to submit ideas for a library logo. A cash prize, substantial enough to interest, should be awarded. Once a decision is made, the logo should then be incorporated into as much of the library community as possible. For instance, all promotional pieces in support of the above-mentioned programming could carry the logo. Signs identifying public libraries could carry the logo. In time, stationery (both envelopes and letterheads) could carry the logo, as could business cards. The possibilities are endless. The objective is for the citizens of the community to see the logo and immediately know that there is a library at hand, that the public library is sponsoring an activity, that they have received a library communication.

Audio-Visual Services.

The Palm Beach Central Library should be the 16mm film library for the County. A printed catalog should be developed and distributed widely to libraries throughout the County and should be available for sale to individuals, schools, colleges, businesses and other institutions. The catalog should enable the user to locate

a film by a title and subject. It should be annotated. (Film holdings should also be incorporated into the regular catalog of the libraries.)

8mm film should be available in all libraries.

Libraries should have available or access to a 16mm film projector for internal use. A projector can be an important programming tool. In fact, the above-recommended programs might include at least one film series.

Other libraries in the County, but not necessarily excluding the Central Library, should have available for patrons a variety of other audio-visual materials such as cassettes (both audio and video), phono discs, framed art prints, sculpture, toys and games and picture files. It is recognized that some, perhaps all of these materials, now exist somewhere in the County. It is also recognized that each and every library cannot afford, for reasons of space if nothing else, to have all of these materials. However, all of these materials should be available on a selective basis and strategically located throughout the County for borrowing from the public libraries by residents, without their having to travel great distances.

Library Materials.

Reciprocal borrowing among all libraries should be established as quickly as possible. Although there is a lot of library hopping throughout the County, and although it is most evident that some libraries have stronger collections than others, it is unlikely that one library would be unduly penalized by

overuse by non-residents if true reciprocity were established. After all, the purpose of libraries is to serve. Less expense will be incurred if the doors are wide open for all Palm Beach Countians to borrow materials from any library of their choosing. The establishment of the aforementioned courier service will facilitate the return of books, and do much to gain greater usage out of the collections now available.

Interlibrary loan service needs to be strengthened and improved. The courier service will help in that regard. All libraries should be participants. By having telephone communications, interlibrary loan service can be facilitated. It is recognized there is not a "union catalog" within the County, so this service cannot be as efficient as one might desire. By taking greater advantage of the telephone, as opposed to written requests, the public will be better served. It must always be kept in mind that services are for the public and not for the staff.

Librarians need to talk more about library materials. A series of meetings, perhaps on a quarterly basis, should be established whereby librarians from throughout the County meet to talk about new books and other materials, which items are circulating and not circulating, and why. These meetings, perhaps lasting three/four hours, should be open to as many library staff members as possible and not become the exclusive province of the administrative staff. Perhaps authors could come and visit on a regular basis as a part of the meeting activities. The main thrust is to develop better awareness and knowledge of the library stock in trade -- its materials resources.

Book requests should not be free. It is an abuse of the service to allow, as is the case at the Okachobee Branch Library, 100-120 requests a day to be placed. The staff expense of processing these requests, plus the hidden cost of books sitting on the shelf waiting to be picked up, eats into the budget and reduces the efficiencies of the library. It is recommended that a charge of at least 25¢ per request be established. This should not be envisioned as a way to raise money, but as a way to improve the service for those truly needing to make requests and who are not motivated to do so by every television show which features a new author. That is not to discount that need also. What is at stake here is a way to serve the greatest number of people in the most efficient manner with the resources at hand. Book requests placed without charge are not accomplishing such an objective.

A unified system of fines, 5¢ a day, should be established for all overdue materials throughout the County. Patrons are not served by not establishing fines. Policies and/or rules and regulations affect most everything we do in life. When we do not adhere to the policies or break the rules, a penalty must be paid. The library should be no different. If there could be a uniform loan period -- suggested to be two weeks -- coupled with a uniform fine policy, then within a brief period of time all library users would know what is expected. It must be remembered that if there is a no-fine policy, there is nothing to preclude patrons from loaning books that they borrow to their friends, and thus typing up the book on one circulation for long periods of time. This keeps the book out of the hands of other readers and distorts the usage figures. If Palm

Beach County is typical of other libraries, a 5¢ per day fine would generate annual revenue of \$100,000. This is calculated on the basis of a 2,000,000 annual circulation x a 10% overdue factor x 5¢ per day fine x 10 days overdue.

The present ordinance which authorizes the County Library Director to dispose of "surplus or unusable materials by destroying them" is under review. This is encouraging. It is recommended that these materials be made available to the County-wide Friends group for an annual book sale. Other municipalities might want to participate in this also, and it could be a principal fund raising activity for the Friends group, as well as bringing much goodwill to the library. However, regardless of the involvement of the Friends, library materials, except those that are physically beyond use, should be made available to organizations and/or individuals and not simply destroyed.

A uniform non-resident fee for all library users not living within Palm Beach County should be established by all libraries. The fee should be based directly on the amount of materials used as opposed to an arbitrarily developed annual card fee. If it is determined that the fee should apply to some residents of Palm Beach County who are perhaps not now paying any tax for public library support, then the same card and same fee should apply to them as well as to the non-Palm Beach County persons.

Service to Migrant Labor Force.

Agriculture and persons who harvest the products are of extreme importance to the economy of Palm Beach County.²

The workers are apparently not principal users of library services. It is understood that there are problems associated with the minimal usage made of the library by this segment of the population, e.g. the return of materials, reading levels, etc. It is further understood that the majority of the migrant labor force would be potential users of the Belle Glade Library. A concentrated effort to upgrade the service for this work force needs to be mounted. Grant funds are available, and it is understood that these sources have been tapped in the past. What perhaps has not been fully explored is the development of a cooperative venture which would result in the Belle Glade Public Library working in cooperation with the public schools and the junior college library in that community. This consortium, if backstopped by the resources of the County, should enable progress to be made for this important segment of the County. To be successful, the full support of the top elected and appointed County, City, college and school officials will be necessary.

Mobile Library Service.

The continuation of this service needs more careful evaluation than this Consultant was able to provide within this study. The Comparative Data Table indicates that the bookmobile is the least efficient of all extension services now offered by the County Library System. The trucks are old, and replacement costs will be quite high -- perhaps as much as \$65,000-\$75,000 for one standard-size unit. My sense tells me to stop the service -- with six weeks notice -- make one of the trucks a permanent station (see the Chapter on "Housing the Library", and store (or attempt to sell) the other truck. The staff could

be re-deployed to other service units.

¹"Public Libraries -- Fines." The ALA Yearbook, American Library Association, c 1978, p. 239.

²"Migrant and Rural Farm Labor Housing Study." Area Planning Board of Palm Beach County, June, 1974.

TECHNICAL SERVICES

The library should develop a centralized technical services operation for the County. All orders of library materials would be placed by the centralized service, received by same, processed, cataloged and returned to the selecting libraries ready for the public and staff to use.

The advantages are many. First, it would reduce the duplication of services now being performed throughout the County. Instead of several different "catalog departments" engaged in cataloging the same title repeatedly, the work would be done one time. The greater number of units that can be processed at one time will reduce the unit cost, thus freeing dollars for materials acquisitions and/or public service improvements.

A second benefit is increased purchasing power. According to information supplied to this Consultant, the average discount now received by libraries from their major book jobber(s) is approximately 35%. A secondary supplier of materials provides a discount approaching 40%. As would be expected, not all libraries use the same jobber.¹

By placing the acquisition dollars into one budget, it should be possible to achieve a minimum of 40% discount from a principal jobber on a competitive bid basis, with a contract written which allows an extension of the contract on a year-to-year basis not to exceed three years. This increased purchasing power, assuming the same dollar level of acquisition monies, would be the same as there being an increase in the budget of approximately \$40,000.² Not an excessive sum,

but nevertheless equal to the materials budget of several of the small/middle-sized libraries in the County. And, as the materials budget increases, the greater purchasing power realized by a centralized acquisitions program becomes increasingly appealing.

Centralized acquisitions need not mean centralized selection. There is no reason why each library should not continue to select materials which are best suited to the particular community that it is serving.

If centralized acquisitions is instigated, then it is logical that centralized processing, including cataloging, also be developed. This may be more difficult to achieve because centralized processing can only be cost effective if one standard is adopted and adhered to by all participating libraries. This standard is not to be recommended at this time by this Consultant. However, it is presumed that a few general guidelines would follow. Those include a Dewey classification system, utilization of MARC format, consistency in where to place the book pocket in the book, as well as the property stamp, consistency in which books receive plastic jackets and which do not, and consistency in spine label placement.

It is further recommended that Palm Beach County investigate becoming an OCLC library via the SOLINET network based in Atlanta.

Access to materials will be the key to the future of library service.³ As the cost of library materials increases (the cost of books have been escalating in price faster than the cost of other consumer prices⁴), it is impossible, to

say nothing of being impractical, for a single library or library system to house even 25% of all of the available resources. However, by having access to the materials and utilizing interlibrary loan, then it is possible to, in theory, provide a full range of materials for all of the patrons of the library.

OCLC is not a perfect system. But, it is a major cataloger of materials, its standards are accepted by hundreds of academic and public libraries, and it does have the largest data base in the country. Palm Beach County should be able to begin operations utilizing OCLC as a cataloging source with a staff consisting of an Assistant Director for Technical Services, one or two professional catalogers, a professional acquisitions librarian, and three/four support staff.

One of the major benefits of being an OCLC library is access to the OCLC data base for interlibrary loan purposes. These terminals could be placed in every library facility, so that this accessibility is immediately available and requests for material can go directly from the library where the patron is making the request to the holding library.

It would be desirable for each library to input its retrospective holdings into OCLC data base. However, this Consultant does not believe that is practical at this time. The Science Press stored data base may or may not be able to be merged into the OCLC data base. If this is not economically feasible, then it is recommended that Palm Beach County not try to input its retrospective holdings, but that it become an OCLC library and begin to add its holdings at that particular time. It would then be advantageous for the

County's COM catalog to be placed in the major municipal libraries throughout the County. Although the COM does not include location information, a dedicated telephone line to the Summit Blvd. building would provide adequate access to the materials.

The next logical step is to eliminate the card catalogs and the COM catalogs. The expense of producing thousands of catalog cards and then discarding them cannot be justified. A million card catalog production costs at least \$30,000 per year. This investment is likely to be discarded within a ten-year period. An on-line catalog can be a reality at a price which is not excessive. This Consultant is not able, within the parameters of this study, to develop cost figures. A Manager of Library Systems, working with the Assistant Director for Technical Services and other staff -- both within and without the library -- could.

¹Letters from several municipal Library Directors to the Consultant, dated January, 1979.

²Based upon \$800,000 expenditure for library materials throughout the County in 1977-78, an additional 5% discount results in an increase in purchasing power ($\$800,000 \times .05 = \$40,000$).

³Kent, Alan. "Crystal Gazing into the Future." Journal of Library Automation, December, 1978, pp. 329-37.

⁴Bowker Annual, 1978.

ADDITIONAL REFERENCES

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Nyren, Karl. "Library Automation--State of the Art III." Library Journal, September 1, 1978, pp. 1567-69.

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HOUSING THE LIBRARY

Palm Beach County citizens can take pride in the general condition of their public library buildings. There are currently 24 buildings with a total square footage of 183,850. The largest structure, according to the questionnaire administered by the Consultant, is the West Palm Beach Public Library with 36,000 sf. The second largest is the Central Library for the Palm Beach County Library System. This new facility contains 28,000 sf of quality space.

Among the municipal libraries there are three new structures located in Delray Beach, Palm Springs and Riviera Beach. The latter two were visited by the Consultant during his December 14-16, 1978, trip. Both are examples of good planning and design. Both are located in municipal complexes, generally not the best location for a public library service point.

Of the other municipal libraries visited, the following appeared to be adequately sized at this time: Belle Glade, Boynton Beach, North Palm Beach and West Palm Beach. The latter is undergoing a remodeling program and will soon begin to utilize space which has been unused since the building was constructed.

The Boca Raton and Lake Worth libraries are in need of expansion. Lake Worth has budgeted \$2,500.00 for a planning study. Boca Raton is presently developing justification for a building expansion.

The Highland Beach library occupies a tiny portion of that community's Town Hall. A new building is in the talking stages. The Society of Four Arts

Library in Palm Beach, a public/private service, is nicely located and adequately sized. The other municipal libraries, Greenacres, Lake Park, Gulf Stream, Lantana, Manalapan and Pahokee, were not visited by the Consultant.

All of the Palm Beach County branch libraries are in leased quarters. The two visited, Okechobee and Palm Beach Gardens, were in excellent locations within retail centers. However, all of the County branches are too small, ranging in size from 1,500 to 2,200 sf.

Of the municipal libraries visited, the Lake Worth library is without question in the best location -- right in the middle of the retail/commercial/office development of that city.

Table 3 compares the adequacies of library facilities in the County according to current and five-year projected population figures. A general rule of thumb, but subject to many variables, is that there should be 0.25 sf of library space for every resident within a service area. The map, Exhibit I, illustrates the location of the fixed public library facilities in the County at this time.

Table 4 reflects the distances from library to library within the County. An accepted theory is that persons will travel no more than two miles for library service. Therefore, if one library is located four miles from another, the persons living at the midpoint between the two libraries are adequately served -- perhaps by both facilities. When a two-mile circle will encompass more than one library within said circle, there is an overabundance of library service being provided in that area. As the table indicates, this is now the case in that

TABLE 3

PALM BEACH COUNTY PUBLIC LIBRARY FACILITIES (FIXED)

Current Populations/Five-Year Projections/Space Available

LOCATION		POPULATION		LIBRARY FACILITIES			
Area	Community	1979-80	1984-85	No.	SF	Per Capita 1979-80	1984-85
1		59,525	91,650	3	18,900	0.32	0.21
a	North County	14,225	18,100	1	1,700	0.12	0.09
b	NO FACILITIES	4,775	15,575	0	0	0.00	0.00
c	North Palm Beach Palm Beach Gardens	40,525	57,975	2	17,200	0.42	0.30
2		276,075	321,725	10	111,500	0.40	0.35
a	Lake Park Riviera Beach	51,800	61,575	2	19,000	0.37	0.31
b	West Palm Beach	57,250	69,200	1	36,000	0.63	0.51
c	Okeechobee Palm Beach Palm Beach County	63,850	70,400	3	39,800 *	0.62	0.56
d	Greenacres Lake Worth Mid County Palm Springs	103,175	120,550	4	16,700	0.16	0.14
3		172,475	233,000	8	41,950	0.24	0.18
a	Lantana Manalapan	30,100	39,100	2	2,000**	0.07	0.05
b	Boynton Beach Gulf Stream	34,300	43,675	2	12,150	0.35	0.28
c	DelTrail Delray Beach	49,450	58,375	2	17,900	0.36	0.31
d	Boca Raton Highland Beach	58,625	91,850	2	10,200	0.17	0.11
4.		65,325	104,500	3	11,200	0.17	0.11
a	NO FACILITIES	11,625	27,750	0	0	0.00	0.00
b	Southwest County	17,100	37,800	1	1,500	0.09	0.04
c	Belle Glade Pahokee	36,600	38,950	2	9,700	0.26	0.25
PALM BEACH COUNTY TOTALS		573,400	750,875	24	183,850	0.32	0.21

* Society of The Four Arts Library at Palm Beach estimated at 10,000 sf.

** Lantana and Manalapan libraries estimated at 1,000 sf each.

TABLE 4

PALM BEACH COUNTY PUBLIC LIBRARY FACILITIES (FIXED)

Distances* from Facility to Facility

<u>LOCATION</u>		<u>DISTANCES*</u>		
<u>Area</u>	<u>Community</u>	<u>From</u>	<u>To</u>	<u>Miles</u>
1a	North County	North County	North Palm Beach	13.3
b	NO FACILITIES			
c	North Palm Beach	North Palm Beach	Palm Beach Gardens	4.1
	Palm Beach Gardens	Palm Beach Gardens	Lake Park	4.4
2a	Lake Park	Lake Park	North Palm Beach	1.0
	Riviera Beach	Riviera Beach	Lake Park	1.4
b	West Palm Beach	West Palm Beach	Riviera Beach	5.9
c	Okeechobee	Okeechobee	Palm Beach	6.6
			West Palm Beach	6.2
			Palm Beach County	4.4
	Palm Beach	Palm Beach	Palm Beach County	5.6
			West Palm Beach	0.9
d	Palm Beach County	Palm Beach County	West Palm Beach	5.6
	Greenacres	Greenacres	Lake Worth	4.3
			Mid County	2.2
	Lake Worth	Lake Worth	Palm Springs	2.1
	Mid County	Mid County	Palm Springs	3.0
	Palm Springs	Palm Springs	Lake Worth	6.4
3a	Lantana	Lantana	Palm Beach County	1.7
	Manalapan	Manalapan	Lake Worth	2.6
			Lantana	1.1
b	Boynton Beach	Boynton Beach	Manalapan	2.7
	Gulf Stream	Gulf Stream	Boynton Beach	3.4
c	Del Trail	Del Trail	Delray Beach	3.3
	Delray Beach	Delray Beach	Gulf Stream	1.9
d	Boca Raton	Boca Raton	Highland Beach	3.8
			Southwest County	6.6
	Highland Beach	Highland Beach	Del Trail	5.1
			Delray Beach	3.8
4a	NO FACILITIES			
b	Southwest County	Southwest County	Boca Raton	6.6
c	Belle Glade	Belle Glade	Pahokee	9.5
			Palm Beach County	37.9
	Pahokee	Pahokee	Belle Glade	9.5

*Distances are "shortest-distance-between-two-points" measurements, as determined by Champion Map of Palm Beach County, Florida, c1977.

INT

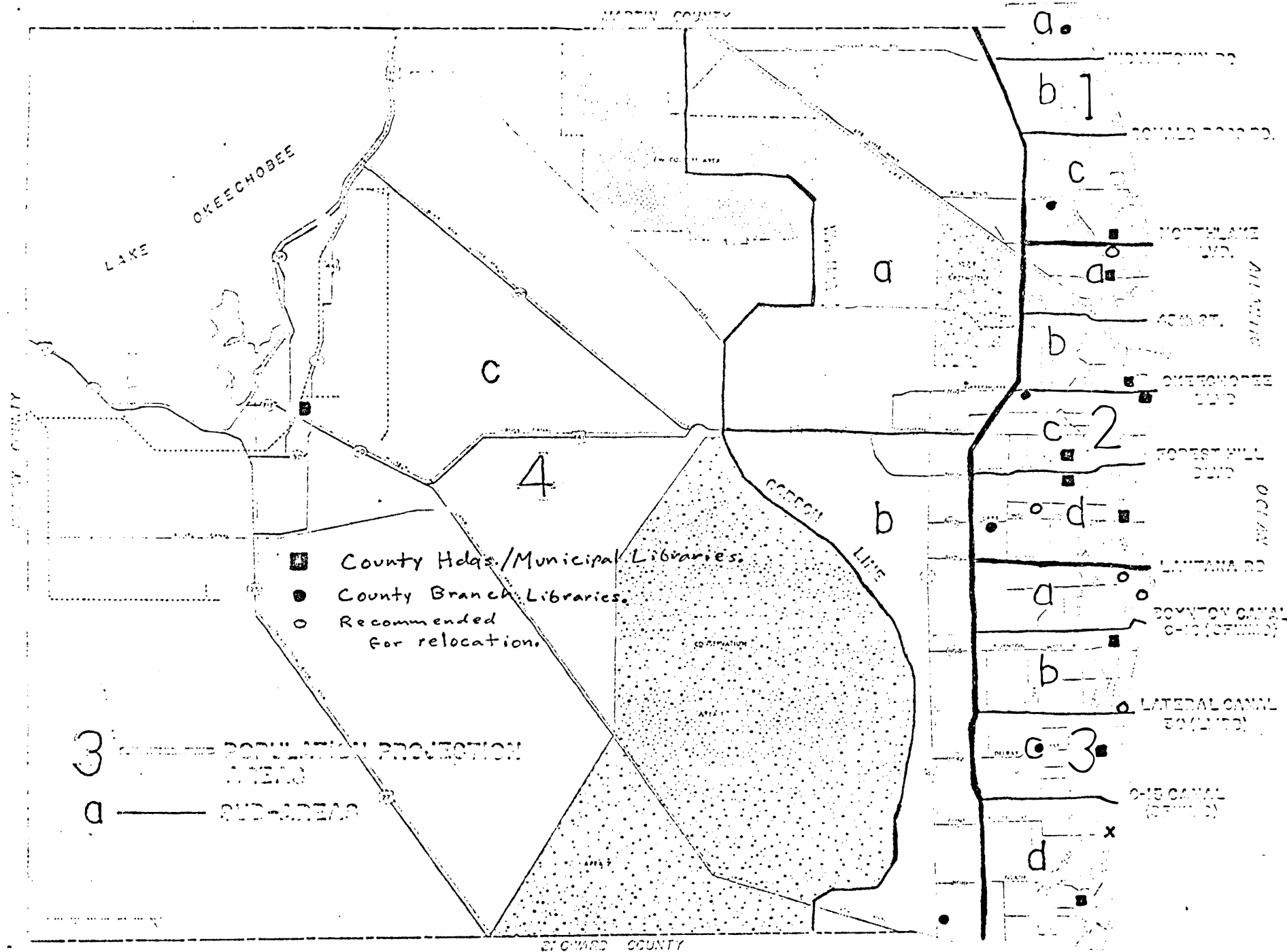


TABLE 5

PALM BEACH COUNTY POPULATION

Five-Year Percentage Growth by Sub Areas

<u>Location</u>	<u>Five-Year Percentage Growth, 1979-80 to 1984-85</u>	
1	53.9%	
a		27.4%
b		226.2%
c		43.1%
2	16.5%	
a		18.8%
b		20.9%
c		10.4%
d		16.9%
3	35.1%	
a		29.9%
b		28.5%
c		18.1%
d		56.7%
4	59.9%	
a		138.7%
b		121.1%
c		6.4%

area served by the combination of Lake Park, North Palm Beach and Riviera Beach public libraries. The same is true of the Palm Beach/West Palm Beach area. However, the location of Palm Beach across a body of water does serve to change the situation. Man-made and/or natural barriers can alter the two-mile radius theory.

Three other areas have location proximities which, under ideal circumstances, would not exist. These include Palm Springs/Palm Beach County Headquarters, the Lantana/Manalapan proximity, and the Delray Beach/Gulf Stream proximity. Solutions to two of these problems are recommended within this chapter.

Future Needs.

The growth of the County, as reflected by Table 5, clearly indicates that the central part of the County, now generally unincorporated, is where the greatest growth will occur. The northeast segment of the county is also going to experience rapid growth. The lesser growth will occur in the northeast central area. The southeast central area will grow at a rate somewhere between the northeast central and the balance of the County.

To accommodate the future library building needs of the County for the next five years, it is recommended that:

1. The existing Boca Raton and Lake Worth public libraries be expanded at a combined cost of approximately \$450,000.00
2. The six County branch libraries now in leased quarters be replaced by six

new 5,000 sf structures valued at \$2,345,000.00.

3. Two new branch libraries should be developed, one in the Juno-Jupiter vicinity, the other in the Congress-Lantana-Hypoluxo Streets area. These two branch library units will cost, combined, about \$630,000.00.
4. A new building be built in Highland Beach, 5,000 sf, at a cost of \$365,000.00.
5. A Porta-Structure, costing \$75,000.00, be acquired and placed in the Military Trail-Jug Road vicinity.
6. A County mobile unit be set on blocks and made a library station in the Royal Palm Beach community at an estimated cost of \$10,000.00.
7. The Lake Park Library be closed, with the furniture and library materials being placed in the proposed new Juno-Jupiter area facility.
8. The Greenacres, Gulf Stream, Lantana and Manalapan libraries all be closed, with the materials and equipment used to stock and furnish the branch library proposed for the Congress-Lantana-Hypoluxo Streets vicinity.

Table 6 summarizes the above recommendations, prioritizes the building needs and suggests when service could be available in each area within the County. The net addition of new square footage is 50,000, at a cost of \$3,875,000.00. This capital improvement program will add 0.07 sf per person of library space to the Palm Beach County inventory.

TABLE 6

PALM BEACH COUNTY PUBLIC LIBRARY FACILITIES (FIXED)

Future Needs/Costs*/Priority

<u>LOCATION</u>		<u>NEED</u>		<u>PRIORITY</u>	
Area	Community	Size	Cost*	Date**	Rank
1a	North County (expand)	5,000 sf	\$400,000	1983	8
b	Juno-Jupiter Vicinity (new)	5,000 sf	300,000	1980	1
c	Palm Beach Gardens (expand)	5,000 sf	365,000	1982	6
2a	Lake Park (relocate)				1
b	NO CHANGES RECOMMENDED				
c	Okeechobee (expand)	5,000 sf	440,000	1985	11
d	Greenacres (relocate)			1981	4
	Lake Worth (expand)	6,000 sf	200,000	1980	9
	Mid-County (expand)	5,000 sf	400,000	1983	10
16	3a	Congress-Lantana (Street)-Hypoluxo Vicinity	5,000 sf	1981	4
		Lantana (relocate)		1981	4
		Manalapan (relocate)		1981	4
	b	Gulf Stream (relocate)		1981	4
		Military-Trail-Jug Road Vicinity (Porta-Structure)	75,000	1980	12
	c	Del Trail (expand)	5,000 sf	1985	14
	d	Boca Raton (expand)	8,000 sf	1981	5
		Highland Beach (expand)	5,000 sf	1982	7
	4a	Royal Palm Beach (stationary mobile)	10,000	1979	2
	b	Southwest County (expand)	5,000 sf	1980	3
	c	Pahokee (relocate)		1980	13
TOTALS		59,000 sf	\$3,790,000		
Less Relocations		9,600 sf			
		49,400 sf			
Plus Stationary Mobile and Porta-Structure		600 sf	5,000		
GRAND TOTAL		50,000 sf	<u>\$3,875,000</u>		

*Based upon cost of Palm Springs Library (5,000 sf for \$274,000.00 = \$54.80 per sf) escalated 10% per year.

**Year when recommended action to be taken.

Assuming a County population of 751,000 by 1984-85, the above changes will enable the County to provide 0.31 sf of library space for every man, woman and child within the County. The total expenditure is large when looked at as a single item. It amounts to \$5.16 per County resident. If financed by a capital improvements bond program over a 20-year period, the cost becomes 0.258 cents per person per year (plus interest). This is a manageable sum for a County that is growing and expanding to meet the future needs of its citizens.

Financing the Improvements.

It is recommended that a capital improvements bond program be developed and submitted to the County population on a referendum. This Consultant believes that citizens should be given the opportunity to vote up or vote down library capital improvements. An election in the Fall of 1979 would, when approved by the voters, enable the schedule to be met.

Alternatives to a referendum for a capital improvements bond program are an increased appropriation from the General Fund, a special sales tax, a hotel bed tax or a combination of these possibilities. Federal funds from L.S.C.A. Title II are not available inasmuch as there is not, and will likely not be, any federal appropriation for that Title. State building grants are a possibility, but would not make a significant impact on the total program cost.

STAFFING FOR THE FUTURE -- THE PERSONNEL

The key ingredient to any service organization is its personnel. Service organizations, and especially libraries, are labor intensive. It is not uncommon for as much as 75% of a library budget to be expended for salaries and related fringe benefits. As the Table on Page T2 indicates, Palm Beach County is some distance from expending 75% of budget for personnel. And this is not to suggest that that percentage figure is a goal. The fewer the dollars spent for personnel, the more that can go for library materials.

Attention needs to be given to the entry-level salary for librarians. To be competitive in the Southeastern market, to say nothing of the national market, the entry-level salary for a librarian (a graduate of an American Library Association accredited library school) should be a minimum of \$12,000.00 a year. The average salary for 1977, as reported by Library Journal, for graduates of Southeastern library schools was \$11,078.00. For all schools this figure was \$11,844.00. With a 10-12% escalation of salaries on an annual basis, a 1979-80 salary of \$12,000.00 would place Palm Beach County in a competitive position.

With an increase in the salary of entry-level positions, it follows that attention will also need to be given to middle management and administrative salaries.

The proposed Table of Library Organization (See Table 7) suggests an organizational chart for Palm Beach County with suggested salary levels.

It is recommended that the salary for the County Library Director be established at not less than \$27,500.00 per year, and more realistically should be a minimum of \$30,000.00. This would be competitive with the salaries of the Directors of the other major public library systems in the State of Florida (not including the Miami-Dade County System). Exhibit II is a suggested Position Description for the post of County Library Director.

Other new positions which are recommended at this time are Assistant Director for Public Services, Assistant Director for Technical Services, Manager of Library Systems, Area Manager of Library Services and Manager of Public Information. Position Descriptions for these posts are suggested in Exhibits III, IV, V, VI and VII.

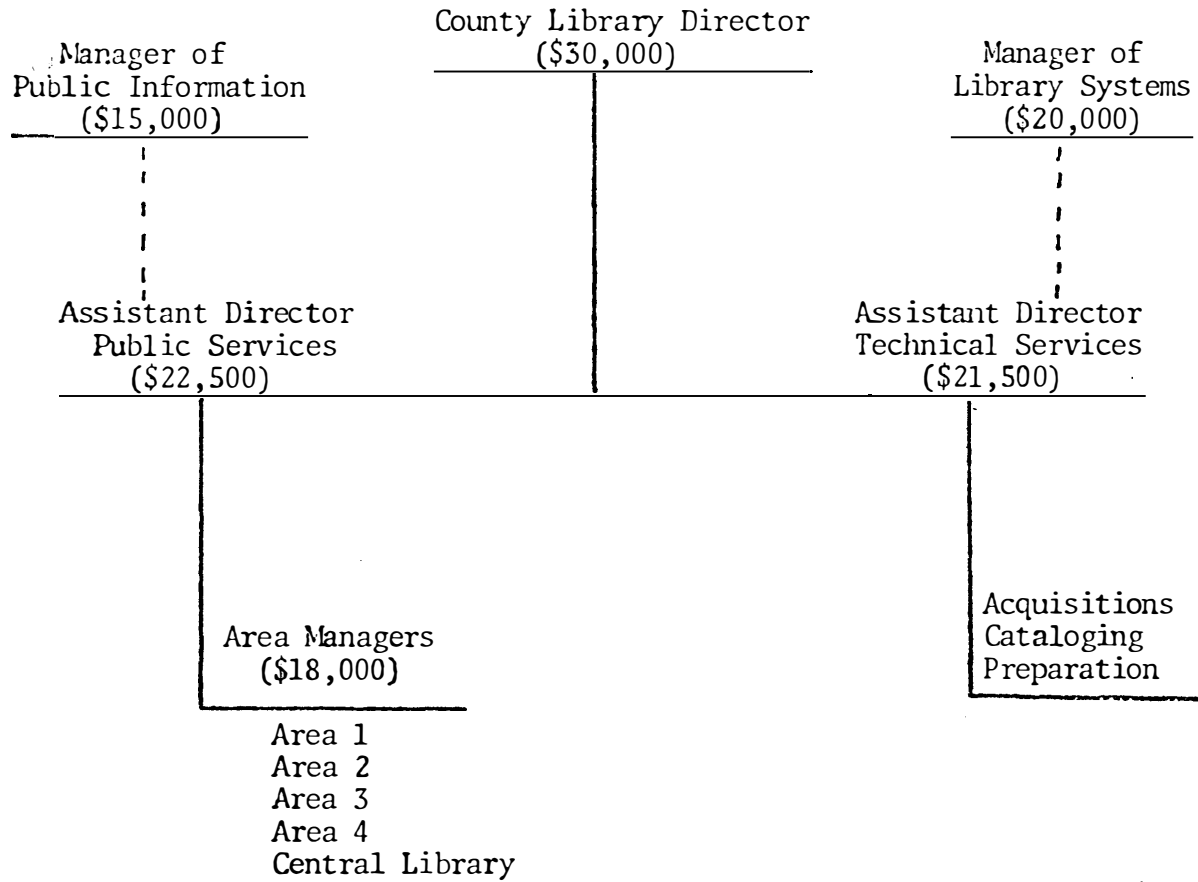
The Assistant Director for Public Services will be responsible for all public service work of the library. This position will supervise the Area Manager(s) of Library Services. The post will also serve as Deputy Director for the library. The recommended starting salary is \$21,000.00 to \$23,500.00.

Technical services is a service element of the library inasmuch as its work directly effects the ability of public service to adequately perform. Without materials being available, public service suffers. The responsibility of public services is to make decisions on the many books, periodicals, films, recordings and other materials needed for information, reference and research services. Once selection decisions are made, it is the responsibility of technical services to procure the materials, process them and make them avail-

TABLE 7

PALM BEACH COUNTY LIBRARY

Table of Organization



able for public service use. A goal should be to achieve a minimum of eight weeks turnaround from the time an order is placed until the material is in the public service unit for public consumption. This includes the selection decision time expenditure.

An expanded technical services operation, serving the entire County, will require a strong and experienced administrator. The person will need to be skilled in working with personnel, need to know his/her way around library automation and be able to negotiate contracts with book jobbers and other vendors. Proposed annual salary is \$20,000.00-\$22,500.00.

The Manager of Library Systems position is perhaps better understood if titled "Systems Analyst." This is not a position for a programmer. It is a planning and implementing position.

As Palm Beach County moves into the 1980s it will be (should be) planning and implementing a much expanded program utilizing computers and advanced technology. It will be absolutely necessary that a library staff position be budgeted to plan and oversee such an operation.

There are many commercial systems which can be purchased "off-the-shelf" and installed. These include cataloging, circulation, acquisition, I & R systems -- the list goes on. It is not to say that these commercial systems are not viable alternatives for Palm Beach County. However, there is much history within librarianship of libraries who have moved too quickly and without proper planning into the field of automation only to find themselves overcommitted and poorly

served by the automation package they had procured. A staff position, reporting to the County Library Director, and being responsible for the total library automation program/system, is the only way that this Consultant knows to effectively deal with the problems of what system(s) to buy, lease, implement -- or design and build internally. It will take six to twelve months to recruit and employ a person for this post. If the County wishes to engage, at this time, Consultants to help develop automation plans, it is recommended that such a step be taken in context with the employment of a Manager of Library Systems. It is further recommended that the starting salary for this job be within a \$18,000.00-\$22,000.00 range.

An Area Manager of Library Services will be responsible for the management of a grouping of libraries within designated geographic areas or a large single service unit, e.g. the Central Library of the County. The proposed annual salary is \$17,500.00-\$20,000.00.

The Public Relations Manager post, a staff position reporting to the Director, is a position which will enable the Library to capitalize on its greatest asset -- service to the public. Library promotion doesn't just happen. It is planned. Just as a corporation will develop an advertising campaign for a new product, so must a library develop a program for promoting its services. The promotion of library services is not an inexpensive proposition. However, with a person occupying the position who is trained and experienced in public relations, including publicity, the promotional budget need not be an excessive one.

The Library will not be purchasing prime time television or radio spots, nor buying magazine or newspaper display ads. What a library promotional program

will be doing is producing radio PSAs, ID slides for television, attractive brochures, posters and printed pieces, placing human interest stories in appropriate newspapers and magazines, obtaining time on radio and TV talk shows and writing and distributing a steady and effective stream of press releases to the media. And, not to be overlooked is working with the staff on a continuous program to promote the greatest PR asset that any service organization has -- effective service to the public which results in the development of a solid base of goodwill and word-of-mouth advertising -- the best and least expensive form of promotion that a library can "buy." A recommended annual salary for this post is \$15,000.00-\$17,500.00.

¹Learmont, Carol L. and Richard L. Darling. "Placements & Salaries: 1977: The Picture Brightens," Library Journal, July, 1978, pp. 1339-45.

EXHIBIT II
POSITION DESCRIPTION

Library Director

Distinguishing Characteristics:

This is a highly complex and responsible professional position in the field of librarianship and county government.

The Employee in this position administers and directs the total development of county public library services, having direct responsibility for the department over which assigned. The Employee works independently within broad guidelines from the County Administrator and within broadly defined service policies, developing new areas of service, improved procedures, and appropriate policies.

Typical Duties:

1. Administers the entire range of county public library services, developing procedures and communications necessary to the administration and coordination of those services.
2. Prepares and administers the annual operating and capital budgets.
3. Conducts research and studies concerning collections, branch, central and technical services.
4. Recruits and selects line and staff officers for library services.
5. Acts as chief advisor to the County Administrator regarding county library services.
6. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association accredited graduate school of librarianship. At least ten years of progressive library experience, including a minimum of five years of public library administration/management experience.

EXHIBIT III
POSITION DESCRIPTION

Assistant Director for Public Services

Distinguishing Characteristics:

This is a complex and responsible professional position in the field of librarianship in the administration of public services, requiring administrative or coordinating library experience.

The Employee in this position directs and coordinates services in a highly sophisticated manner in wide areas of responsibility. The Employee works independently within broad guidelines from the chief administrator of the library, assuming wide latitude in developing procedures and communication, often initiating and developing procedures and communication, often initiating and developing new approaches and/or new areas of service for the library.

Continued experience and proven ability provide opportunity to assume responsibility as a chief administrator of the County library.

Typical Duties:

1. Administers the operation of selecting materials for the library, developing procedures and communication necessary to the coordination of the operation.
2. Provides professional/specialized knowledge and direction for the library in such areas as media (video, teletransmission, audio, non-book formats, etc.), materials, age-group services or community services.
3. Conducts studies and research leading to improved County-wide library service, improved operation of the library, cooperative programs with other agencies of the County, organizations and institutions.
4. Advises the chief administrator of the library on matters of public service, media services, interlibrary and intergovernmental cooperation, and fiscal concerns.
5. Provides professional knowledge and advice on materials and services in matters of patron complaints.
6. Serves as Acting Director in the absence of the County Library Director.
7. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association accredited graduate school of librarianship. At least eight years of progressive library experience, including a minimum of four years of public library administration/management experience.

EXHIBIT IV
POSITION DESCRIPTION

Assistant Director for Technical Services

Distinguishing Characteristics:

This is a complex and responsible professional position in the field of librarianship in the administration of technical services, requiring administrative or coordinating library experience.

The Employee in this position directs and coordinates services in a highly sophisticated manner in wide areas of responsibility. The Employee works independently within broad guidelines from the chief administrator of the library, assuming wide latitude in developing procedures and communication, often initiating and developing new approaches and/or new areas of service for the library.

Continued experience and proven ability provide opportunity to assume responsibility as chief administrator of the County library.

Typical Duties:

1. Administers the operation of acquiring and processing materials for the library, developing procedures and communication necessary to the coordination of the operation.
2. Provides professional/specialized knowledge and direction for the library in the area of technical processes.
3. Conducts studies and research leading to improved County-wide library service, improved operation of the library, cooperative programs with other agencies of the County, organizations and institutions.
4. Advises the chief administrator of the library on matters of technical service, intergovernmental cooperation and fiscal concerns.
5. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association accredited graduate school of librarianship. At least eight years of progressive library experience, including a minimum of four years of public library administration/management experience.

EXHIBIT V
POSITION DESCRIPTION

Manager of Library Systems

Distinguishing Characteristics:

Under the direction of the Library Director, is responsible for studying system needs, recommending appropriate directions toward machine automation, and coordinating efforts with appropriate staff and data processing personnel.

Typical Duties:

1. In consultation with appropriate staff members, plans complete data processing approach to the mechanization of appropriate library operations.
2. Prepares studies and outline of system requirement and output, and determines input necessary to product desired solution.
3. Works closely with County personnel in development of proper detail and performance of library data processing programs.
4. Develops simulated data to test program and determines applicable changes in program when necessary.
5. Keeps abreast of new terminology and procedural innovations and all software programs issued by computer manufacturers and others. Reviews professional and local publications to remain alert to trends in library and County machine automation.
6. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association accredited graduate school of librarianship with appropriate course work in automation, computer technology and systems design, plus four years of experience; or Bachelor's Degree with major in math, statistics or computer science, plus six years of experience.

EXHIBIT VI
POSITION DESCRIPTION

Area Manager of Library Service

Distinguishing Characteristics:

This is a difficult, responsible professional position in the field of librarianship in the administration of units or special services of the library, requiring administrative experience in library fields.

Employees in this position administer and direct units or special services of the library within broadly defined departmental service policy and specifically defined County-wide and departmental operational policy. Professional duties and administrative responsibilities may be in extension services or central services. Employees perform as line officers, supervise professional and clerical employees, and are responsible for the operation of units or special services of the library. Responsibilities include development of materials collections, interpretation of service policies, efficient and effective use of staff, streamlining of work methods and participation in research and studies. Employees work with only general guidance from a superior.

Continued experience and proven ability provide opportunity to assume more responsibility.

Typical Duties:

1. Administers and guides the development of an area grouping of library units, the Central Library or special services of the library.
2. Provides direction and opportunities for development of staff members in the areas of professional growth, improved services and service methods and professional activities.
3. Establishes and maintains communication and cooperation with other units of the library and with outside agencies, organizations, institutions and groups.
4. Prepares monthly and annual reports, annual budget requests and special reports as required.
5. Participates in the selection of professional and clerical staff members and makes recommendations for promotion, reassignments, dismissals and other personnel actions.
6. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association accredited graduate school of librarianship. At least six years of progressive library experience, including a minimum of three years of public library administration/management experience.

EXHIBIT VII
POSITION DESCRIPTION

Manager of Public Information

Distinguishing Characteristics:

This is an advanced level professional journalistic and public contact work position in the development and coordination of public relations programs.

The Employee in this position is responsible for developing and coordinating public relations programs involving considerable contact with administrative and supervisory personnel in planning and implementing programs. Supervision may be exercised over a staff of professional and clerical employees. General direction is received from the Library Director who reviews completed work for conformance with policies and objectives, for proper coordination and for the overall effectiveness of the program.

Typical Duties:

1. Responsible for the development and coordination of public relations programs requiring considerable knowledge of library policy and practices.
2. Develops policies and procedures relative to public relations programs in cooperation with administrative and operational employees responsible for the function to be publicized.
3. Makes frequent appearances before public and private groups to generate community interest, support and participation.
4. Plans, assigns and supervises the work of employees engaged in related professional and clerical activities.
5. Establishes and maintains a close working relationship and rapport with the communications media, acting as liaison between the department and the media.
6. Organizes and directs the publishing of annual reports and monthly departmental newsletters.
7. Performs related professional duties as assigned.

Employment Requirements:

Master's Degree in Library Service from an American Library Association ac-

credited graduate school of librarianship with course work in library public relations, promotion and management, plus two years of relevant experience; or a Bachelor's Degree in Journalism or Public Relations, with four years of relevant experience.

BUDGET PROJECTIONS

Full implementation of the operational and capital recommendations will require a budget in excess of what is currently being appropriated within Palm Beach County. The first year increase, assuming all buildings open and all services operational, will be approximately \$600,000.00 above what was expended in fy 1977.

The figures stated are for the 1979-80 fiscal year and are based upon all capital recommendations being implemented.

OPERATIONAL COSTS

Personnel:

Administrative	\$199,000	
Fringe Benefits (at 10%)	19,900	
TOTAL		\$218,900
Support Staff	\$120,000	
Fringe Benefits	12,000	
TOTAL		\$132,000
Area Libraries (five)		
Professional (3 each @ \$14,000)	\$ 42,000	
Pre-professional (1-2 each @ \$10,000)	15,000	
Clerical (4-5 each @ \$8,000)	36,000	
Shelvers (3 each @ \$3,000)	9,000	
	<u>\$102,000</u>	
	x 5	
	<u>\$510,000</u>	
Fringe Benefits	51,000	
TOTAL		\$561,000
Other Libraries (sixteen)		
Professional (1-2 each @ \$13,000)	\$ 19,500	
Pre-professional (1-2 each @ \$9,000)	13,500	
Clerical (2-3 each @ \$7,500)	19,000	
Shelvers (1-2 each @ \$3,000)	4,500	
	<u>\$ 56,500</u>	
	x 16	
	<u>\$904,000</u>	
Fringe Benefits	90,400	
TOTAL		<u>\$994,400</u>
Total Personnel and Fringe Benefits		\$1,906,300
Materials (books, films, recordings, etc.)	800,000	
Cataloging (about 3,800 titles @ \$1.75 each)	66,500	
Communications	150,000	
Promotion	25,000	
Audio-Visual	75,000	
Migrant Labor Services	50,000	
Other (Supplies, etc.)	<u>200,000</u>	
TOTAL		<u><u>\$3,272,800</u></u>

CAPITAL COSTS

Buildings (\$3,875,000 ÷ 6 years)	\$ 645,835
GRAND TOTAL	\$3,918,635
Cost Per Capita (573,000 population)	\$ 6.84

	<u>1980-81</u>	<u>1981-82</u>	<u>1982-83</u>	<u>1983-84</u>	<u>1984-85</u>
Salaries (+7%)	\$1,859,310	\$1,984,110	\$2,123,000	\$2,271,610	\$2,430,620
Fringe Benefits (@ 10%)	<u>185,000</u>	<u>198,000</u>	<u>212,000</u>	<u>227,000</u>	<u>243,000</u>
Personnel	\$2,039,310	\$2,182,110	\$2,335,000	\$2,498,610	\$2,673,620
Materials(+12.5%)	900,000	1,012,500	1,139,060	1,281,440	1,441,620
Other(+9%)	<u>623,150</u>	<u>679,235</u>	<u>740,365</u>	<u>806,995</u>	<u>879,625</u>
Total	\$3,562,460	\$3,878,845	\$4,214,425	\$4,587,045	\$4,994,865
Capital	<u>645,835</u>	<u>645,835</u>	<u>645,835</u>	<u>645,835</u>	<u>645,835</u>
GRAND TOTAL	<u>\$4,208,295</u>	<u>\$4,519,680</u>	<u>\$4,860,260</u>	<u>\$5,232,880</u>	<u>\$5,640,700</u>
Population	600,000	640,000	680,000	720,000	751,000
Per Capita	\$ 7.01	\$ 7.06	\$ 7.15	\$ 7.27	\$ 7.51

FINANCING THE SERVICES

According to data developed by the Florida State Library for 1977, the total expenditure for public library services in Palm Beach County was \$2,295,000.00. This was \$4.47 per capita. The Palm Beach County Library System expended \$1,048,000.00 (\$4.73 per capita). The municipal libraries' budgets totaled \$1,247,000.00, or \$4.24 per capita.

The 1978 County appropriation came primarily from the Library Taxing District income as reflected in Table 8. As is readily noted, the vast majority of the tax income is generated by the unincorporated area of the County. Additional revenues come from various state and federal grants, plus interest earned on time deposits and some earned income -- primarily coin operated photocopiers and miscellaneous fines and fees.

If a true County-wide tax were appropriated for library services, the additional income would total approximately \$1,640,000.00. This is based on the following: Assessed valuation for municipalities in the Taxing District, \$792,000,000.00; assessed valuation for municipalities not in the Taxing District, \$4,409,000,000.00; and assessed valuation for unincorporated area, \$2,760,000,000.00. The total assessed valuation for the County is \$7,961,290,000.00.

Table 9 compares the taxes now supporting those municipal libraries that do not pay into the Library Taxing District with property taxes if they were

paying the .3717 millage levied by the Taxing District. In most instances the residents of the municipalities would be taxed less, and in some cases significantly less, than they are now taxed for their local libraries. Only two communities which now support substantial public libraries through taxes, Boca Raton and Riviera Beach, would pay more due to a County tax than they pay in local taxes.

Two other communities, Gulf Stream and Highland Beach, which now provide only token tax support for their libraries, would have significant increases in County taxing.

Local taxes levied by Lantana and Manalapan were not available to this Consultant, and thus no comparisons can be made.

Palm Beach, on the one hand reported to be a private library yet not now subject to the Library Taxing District, would, in all probability, have a significant increase in taxes if brought under a County-wide umbrella.

State aid would most assuredly be available to Palm Beach County if all or most all of the municipalities participated in County-wide library service under a single administration. If 25% state aid formula were fully implemented, Palm Beach County should receive approximately \$573,750.00 in state aid. This would be a net increase of \$533,750.00 over fy 1977.

Other money which now goes for items not directly related to library service includes \$52,000.00 for property appraisals/collection, \$15,500.00 for mobile libraries (gas, oil, lubricants, maintenance), and \$59,000.00

for rental of the 10,710 sf of branch library space (\$5.51 per sf). This \$126,500.00 could be rechanneled into more direct library service if (a) the special Taxing District was abolished, (b) mobile library service was discontinued, and (c) branch libraries were housed in owned, as opposed to leased, library facilities.

In addition, the \$121,000.00 earmarked for payment to the municipalities could be re-programmed for the addition of library services on a County-wide basis.

In addition to local property taxes and state aid, other income which the County could reasonably be expected to secure includes state and federal grants and earned income. Programs administered by the National Endowment for the Humanities¹ should be actively investigated, as should L.S.C.A. Title III possibilities.

Financial Summary

Local Property Taxes	@	\$2,959,200.00
State Aid	@	533,750.00
State/Federal Grants	@	100,000.00
Earned Income	@	<u>100,000.00</u>
Total		\$3,692,950.00

This income is about \$225,000.00 less than the projected budget for 1979-80. If income increases by 9% a year, the projected costs through 1984-85 should be realized without any additional tax increase. If the assessed valuation increases at a rate beyond the projected 9-10%, then taxes may be able to be decreased -- and/or further service improvements made.

An alternative to financing library services by property taxes could be a sales tax. According to figures developed by the Area Planning Board, retail sales in Palm Beach County for 1977 totaled nearly \$2.5 billion. The annual growth rate, over a ten-year period, is approximately 12.5%.² Assuming that food sales (\$465 million in 1977) and drugs (\$69 million for the same year) would be exempt from a sales tax, and based upon the anticipated 12.5% increase, retail sales subject to a library services sales tax in 1980 could be \$2.8 billion. A 1/4¢ sales tax would generate approximately \$7 million income per year. A one mill (1/10 of 1¢) tax would generate \$2.8 million income -- or an amount nearly equal to the property tax income. One possible appeal to the sales tax is that a part of the payment would be furnished by non-residents of the County, e.g. tourists, conventioners, visitors.

A special hotel/motel bed tax is yet another possibility in financing library services.³ Assuming two million tourists per year,⁴ a possible lodging expenditure of \$15.00 per person per night, and an average stay of ten nights, the income to be taxes would be about \$300 million. A 1% tax would produce \$3 million income.

¹"Public Libraries -- Funds and Things." The ALA Yearbook, American Library Association, c 1978, pp. 239-40.

²"Retail Sales in Palm Beach County." Palm Beach County Maps, Charts and Statistical Data, Area Planning Board of Palm Beach County, July, 1978, pp. 63-4.

³Palm Springs, California Public Library receives this type of income, as reported by The ALA Yearbook, p. 238.

⁴"Tourists Visiting Palm Beach County." Palm Beach County Maps, Charts and Statistical Data, Area Planning Board of Palm Beach County, July, 1978, p. 62.

TABLE 8

ESTIMATED REVENUE COLLECTED FROM LIBRARY TAXING DISTRICT

1978

<u>Municipality</u>	<u>Taxes</u> *
Atlantis	\$ 19,738
Briny Breezes	900
Cloud Lake	395
Glen Ridge	827
Golfview	1,065
Haverhill	3,120
Hypoluxo	4,486
Juno Beach	17,061
Jupiter	45,925
Jupiter Inlet Colony	4,982
Lake Clarke Shores	14,256
Mangonia Park	9,250
Ocean Ridge	19,596
Palm Beach Gardens	69,084
Palm Beach Shores	11,917
South Bay	6,647
South Palm Beach	16,777
Tequesta	35,925
Village of Golf	3,607
Village of Royal Palm Beach	29,239
Unincorporated Area	1,025,885
	<u>\$ 1,340,682</u>

*Approximate

TABLE 9

PALM BEACH COUNTY LIBRARY STUDY

Municipal Library Taxes*/County Library Taxes** -- Comparisons

<u>Location</u>	<u>Municipal*</u>	<u>County**</u>
Belle Glade	\$ 82,000	\$ 28,000
Boca Raton	227,000	391,000
Boynton Beach	223,000	115,000
Delray Beach	197,000	145,000
Greenacres	31,000	14,000
Gulf Stream	1,000	14,000
Highland Beach	500	31,000
Lake Park	57,000	38,000
Lake Worth	158,000	79,000
Lantana	N/A	27,000
Manalapan	N/A	11,000
North Palm Beach	129,000	70,000
Pahokee	27,000	10,000
Palm Beach	N/A	243,000
Palm Springs	45,000	20,000
Riviera Beach	103,000	132,000
West Palm Beach	782,000 (\$ 282,000)	272,000
TOTALS	\$2,062,500 (\$1,562,500)	\$1,640,000

*As reported by libraries responding to Consultant's questionnaire.

**As developed from "Net Taxable Real Estate Valuation (fy 1977)" reported in A Profile of Palm Beach County Municipalities.

ORGANIZATION AND GOVERNANCE

Throughout this Report I have attempted to make three points. One, library service is an important component of a healthy community that wishes to offer its residents a quality of life above basic ingredients -- food, shelter, transportation and protection. Second, real efficiencies and/or increased income can be realized if there is more central planning, coordination and administration regarding public library service. Three, the library should be an integral part of the local government structure, be it County or municipal.

The present dual, and in reality tri-part, system of library service within Palm Beach County is not likely to offer much opportunity for meaningful advancement of library service. There are too many inefficiencies present and little chance for effective long-term planning.

Palm Beach County, if it desires a first-class public library system, will have to lay aside the feelings and attitudes of times past, look the future square in the eye, and adopt a consolidated County-wide library system. I propose the following plan, to be implemented over a five-year period.

1979-80

1. Implement the specific recommendations, including those relating to technical services, outlined earlier in this Report.
2. Fund these recommendations, for this fiscal year only, by making no

County payment to the participating municipal libraries.

3. Abolish the Palm Beach County Free Public Library Special Taxing District, shifting the financial support of library service to the general fund of the County.

This, I am sure, will be cause for much alarm. The Taxing District now offers some insurance that some monies will "always" be available for public library support. Librarians, library board members and friends/users of libraries should welcome the opportunity of becoming full partners and participants in the County government structure. There should be no fear of being unable to "compete" with other governmental services. Either libraries and their services are important or they are not. If libraries need some special protection to survive, then their survival can and should be called into question.

4. Disband the present County Library Board, replacing it with a five- (5) member Palm Beach County Library Advisory Board. This new board would be appointed by the Board of County Commissioners, one from each district. Terms would be staggered, two-year appointments, with one re-appointment term possible per member. The chair of the Library Board would be appointed by the Commissioners in a manner of their choosing.

This change may also concern many persons. Nonetheless, an appointed board which is (a) not directly responsible to the citizens (read "taxpayer"), and (b) does not control the purse

strings is, in fact, an advisory group. This should be made official. This does not, should not, mean that such a new Board will have nothing to do. The Commissioners cannot possibly devote a high percentage of their time to the Library. A lay Board, appointed by and serving at the will of the Commissioners, can serve libraries quite well by being the citizen liaison between the bureaucrats, the elected officials and the citizens.

5. Charge the County Administrator with responsibility for hiring, evaluating and firing the County Library Director. The new Library Board should be involved in the recruitment and evaluation process -- in an advisory role. Table 10 is a recommended governance structure for Palm Beach County public library service.
6. Funds necessary to effectively operate the County Library will, as stated, come from the general fund. Any shortfall which may result from the general fund equivalent of the .3717 mill levy must be found within the general fund. The biggest mistake that Palm Beach County could make would be to under-budget for library service during this transition period.

The budget/finance projections made in earlier chapters are based upon full implementation of all operational and capital recommendations. I anticipate that this will not happen, therefore the budget needs and the estimated income figures are both too high -- for the County System. Adjustments can be made between now and the establishment of the fy 1979-80 tax rate.

7. Call, schedule and hold a County-wide referendum on capital improvements, as outlined in the "Housing the Library" chapter.

1980-81

1. Begin to "purchase" the capital assets of those municipal libraries that wish to "sell" by means of direct payments based upon the 11-year history of the payments made to municipal libraries by the Library Taxing District. According to information furnished me, the total payments made by the County to the municipal libraries from 1969 through 1979 (proposed) is \$982,089.38.¹

For each locale, the history of payments is:

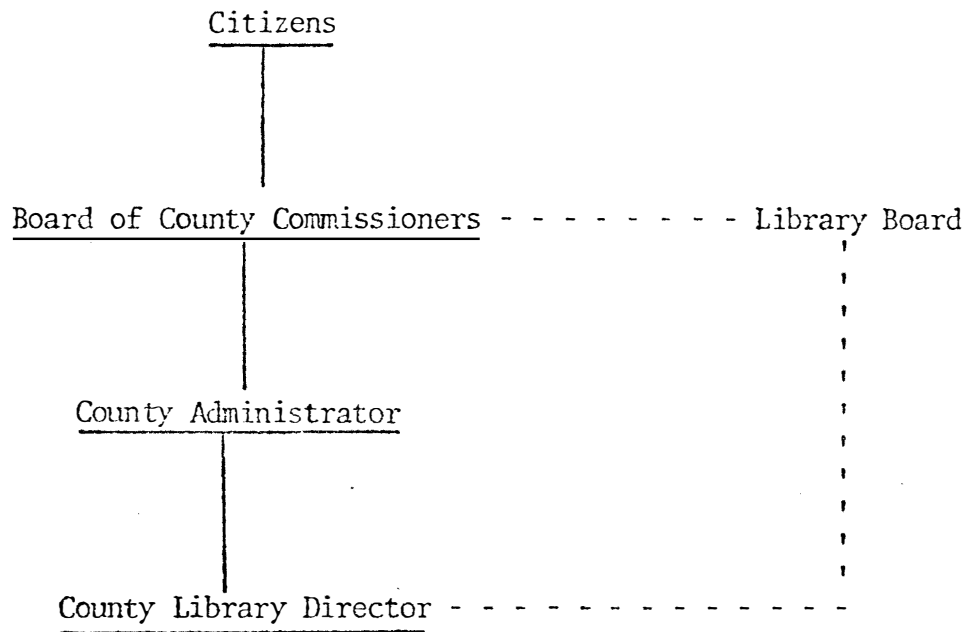
<u>City</u>	<u>Total Payments</u>	<u>No. of Payments</u>	<u>Average Payment</u>
Belle Glade	\$ 68,007.24	11	\$ 6,182.48
Boca Raton	172,702.06	11	15,700.19
Boynton Beach	126,125.00	8	15,765.63
Delray Beach	129,330.93	9	14,370.10
Lake Park	39,969.03	10	3,996.90
North Palm Beach	62,916.97	9	6,990.77
Pahokee	16,411.23	9	1,823.47
Riviera Beach	101,324.48	11	9,211.32
West Palm Beach	265,302.44	10	26,530.24
TOTALS	<u>\$982,089.38</u>	<u>88</u>	<u>\$11,160.11</u>

The first payment would be 80% of the average payment. A payment schedule follows:

<u>City</u>	<u>Payment</u>
Belle Glade	\$ 4,945.98
Boca Raton	12,560.12
Boynton Beach	12,612.50
Delray Beach	11,496.08
Lake Park	3,197.52
North Palm Beach	5,592.62
Pahokee	1,458.78
Riviera Beach	7,369.06
West Palm Beach	21,244.19
TOTAL	<u>\$80,456.88</u>

TABLE 10

GOVERNANCE STRUCTURE
PALM BEACH COUNTY LIBRARY



2. The general fund would continue to support public library service on a County-wide basis equal to the .3717 millage, or more if necessary, to "balance-the-books."

Residents of municipalities which continue to support local libraries would not, in theory, be double-taxed for library service.

1981-82

1. The second payment would be at 60% of the average payment.

1982-82

1. The third payment would be at 40% of the average payment.

1983-84

1. The fourth and final payment would be at 20% of the average payment.

1984-85

1. Full funding for County-wide services would become effective. Locales continuing to "own" and operate local libraries would be requiring their residents to pay twice for public library service -- once to the County, once to the local community.
2. The County would assume full responsibility for all aspects of library services, including salaries, benefits, building maintenance, utilities -- except any bonded indebtedness remaining. That would remain a municipal responsibility.

3. Table 11 illustrates a County library service structure.

CONCLUSION

For the cities which heretofore have not been a part of the County System, e.g. Lake Worth, a payment schedule similar to that of the participating libraries should be developed. It could be structured based upon data taken from past municipal budget documents.

This recommended structure will work, of that I am firmly convinced. Any other system will only (a) prolong the coming of a consolidated system, and (b) continue a lesser level of service than Palm Beach County needs and can afford.

The change will not come easily, of that I am also sure. However, if the librarians throughout the County will adopt positions of leadership and marshal their efforts toward the common goal of improving library service for all residents of the County, then, within a few short years, Palm Beach County can and will have one of the finest public library systems in the United States.

The future is now!

¹"Contract Payments Made to Municipal Libraries By The Palm Beach County Public Library Taxing District." n.d.

Appendix A

PERSONS CONTACTED (Correspondence)

Letters similiar to this were directed to ten academic and special libraries in Palm Beach County. A listing is below. Excerpts from the five replies follow.
October 26, 1978

Mrs. Allison:

The Palm Beach Board of County Commissioners have recently engaged my services to conduct a study of library services in and for Palm Beach County. I shall be working with the Library Task Force, Tony Smith, Chairman.

You can assist me by taking a few moments to reply to the following two questions:

1. Briefly relate your opinion regarding the adequanyof library service in and for the total population of Palm Beach County.
2. Do you believe that your library has a role to play in the delivery of library service to Palm Beach County. How/Why...or why not?

Thank you for your cooperation.

Richard L. Waters
Library Consultant

bs

cc: Tony Smith

Mrs. Everett H. Allison
Palm Beach County Genealogical Society
West Palm Beach Public Library
Flagler Park
West Palm Beach, FL 33401

Mx. Maxine W. Banash
Historical Society of Palm Beach County

Dorothy Clarke
College of Boca Raton

Wiley C. Douglas
Palm Beach Junior College

Flanders Hollard
Teresa Hickman
Norton Art Gallery Library

Ms. Marguerite H. Johnson
Palm Beach County Law Library

Dr. Ernest V. Liddle
Palm Beach Atlantic College

Cynthia Plockelman
South Florida Waters Management
District Library

Mrs. Jack Sayles
Temple Isreal Library

Harry R. Skallerup
Florida Atlantic Univeristy Library

The five respondents included:

June Cobb, Palm Beach County Genealogical Society
Wiley C. Douglass, Palm Beach Junior College
Ernest V. Liddle, Palm Beach Atlantic College
Cynthia H. Plockelman, South Florida Water Management District Library
Harry R. Skallerup, Florida Atlantic University

As the excerpts on the following page indicate the Palm Beach County academic and special library community is of divided opinion re the present quality of public library service in the County. There does not appear to be much reason to expect significant cooperation based upon these remarks.

"With respect ... library services ... my sincere belief that ... combinations as Four Arts (Palm Beach, The Public Library and County Library (West Palm Beach) ... be considered more than adequate for this ... area."

"... Genealogical Library ... probably without equal ... state of Florida ... special Library does not belong to the public library system ... not supported by public taxes ... "

"Statistically the library services available to ... population of Palm Beach County may be inadequate ... from a realistic standpoint ... appears ... library service keeping pace with ... population growth."

"The establishment of ... recent expansion of ... County Library system ... increased the adequacy of library service..."

"The delivery of institutional library service to a student body is not compatible with providing library service to the public at large ... do not believe this Library can play a further role in the delivery of library service to Palm Beach County."

"As a library user of the system ... always found the services adequate and useful. Personnel ... courteous and the material requested available."

"... doubt if (academic) Library ... in a position to serve the general community ... "

" ... Palm Beach County has only just begun to make headway on a adequate service/system."

" ... western part of the county is grossly underserved ... "

" ... understand school facilities ... mediocre and students will not find adequate support in any municipal or county facility... know many professionals and scientific persons moaning over the schools and considering leaving this area for better education of their children of which libraries are an essential part."

" ... use our facility ... 'ok' to scientists, graduate students and reluctantly to related professionals and other students...general public is impossible to serve ... participate in interlibrary loan ... certainly ... frequent borrower to bolster ... own resources."

" ... consensus ... public libraries of Palm Beach County ... inadequate ... both resources and service ... as a group the libraries comprise a weak system that apparently is not mutually cooperative."

" ... largest library in the area and serve as a backup for the research and reference needs of the community's libraries. Residents of county who are eligible may obtain a special borrower's card ... allows ... two weeks' loan privileges. The Library is also available for on-the-premises use ... "

Appendix B

October 27, 1978

The Palm Beach Board of County Commissioners have recently engaged my services to conduct a study of library services in and for Palm Beach County. I shall be working with the Library Task Force, Tony Smith, Chairman.

The initial phase of my study will be greatly assisted if you will complete and return the enclosed questionnaire. A similar request is being made of the seventeen public libraries within the County. I would like to receive the completed document no later than November 15, 1978.

In addition to the questionnaire I would like to receive some other information/files. Please indicate what materials are being loaned to me for return early next year. May I receive:

1. Most recent Annual Report.
2. Annual Reports of (a) three years ago (b) five years ago.
3. Operating (and capital if available) budgets for (a) last fy (b) three years ago (c) five years ago.
4. Representative sample of library published pieces (brochures, flyers, pamphlets, etc.) over past three years. No more than 10 pieces are requested.
5. Representative sample for same time frame of library related publicity not initiated by your library, e.g. newspaper story.

My first visit to Palm Beach County will take place early December. I am hopeful of being able to meet you at that time for further discussion as to how the residents of your County can best be served by libraries.

Sincerely,

Richard L. Waters
Library Consultant

bs

cc: Tony Smith

Palm Beach County Library Study
Questionnaire

Administered by:
Richard L. Waters
Library Consultant
Dallas, Texas
November, 1978

1. Library name _____

Address _____

Telephone _____ Founding Date _____

2. Library Director _____

Education (Grad) _____ (Undergrad) _____

Date of Appointment _____

Salary _____

Experience (years) _____

3. Library Fiscal Information:

Fiscal Year _____

Last Annual Budget;

	<u>Appropriated</u>	<u>Expended</u>
Salaries	\$ _____	\$ _____
Benefits	_____	_____
Materials	_____	_____
Books	_____	_____
Periodicals	_____	_____
Recordings	_____	_____
Audio Cassettes	_____	_____
16mm Films	_____	_____
Binding	_____	_____
Other	_____	_____
Other	_____	_____
Total	\$ _____	\$ _____

4. Library Staff Information:

Professional (M.L.S.)	_____	# of FT
	_____	# of PT
Pre-professional (BA/BS)	_____	# of FT
	_____	# of PT
Clerical (High School)	_____	# of FT
	_____	# of PT
Page/Shelvers	_____	# of PT

Does your library employ one or more persons whose primary work responsibility concerns the following:

Reference

	No	Yes	if Yes, # FTE
Adult	_____	_____	_____
YA	_____	_____	_____
Children	_____	_____	_____
Readers Advisory			
Adult	_____	_____	_____
YA	_____	_____	_____
Children	_____	_____	_____
Order	_____	_____	_____
Cataloging	_____	_____	_____
Public Relations	_____	_____	_____
Bookmobile	_____	_____	_____

5. Library Services Information:

Does your library offer, on a regular basis (defined as at least once a quarter) the following services/programs; Film Programs for adults _____ for children _____ for YAs _____ for families _____, book reviews _____, story time _____, puppet shows _____, great books discussion _____, art shows _____, lectures _____, other (please describe) _____

6. Library Collection Information:

	Adult	YA	Children	Total
Volumes	_____	_____	_____	_____
Periodical				
Subscriptions	_____	_____	_____	_____
Recordings	_____	_____	_____	_____
Audio				
Collection	_____	_____	_____	_____
16mm Films	_____	_____	_____	_____

6.(cont)

Please describe the subject, or format, within your collection
which you believe to be the strongest, and why _____

Please describe the subject, or format, within your collection
which you believe to be the weakest, and why _____

7. Miscellaneous Information:

Member of the Palm Beach County Public Library System? _____
If "yes" for how many years? _____
If "no" always no? _____(yes) _____(no)
If "yes" when (give inclusive years). _____
Does your library have a Friends of the Library group? _____
How large is your library building? _____sf.
When was it constructed? _____
Population your library serves? _____

8. Please complete the attached checklist of book and periodical holdings.

Date _____ Signed _____

please return to:

Richard L. Waters
Library Consultant
2510 Telegraph
Dallas, TX 75228

Please indicate the status of the books and magazines listed on these four pages.

For those book titles that are in your collection please indicate the number of copies held and if the title is a reference or circulating copy. If a title is on order indicate by marking "oo." For those titles which are not on order or you do not now own so indicate by marking "o."

For magazines indicate if you have a current subscription, retrospective holdings, and those titles which are on microform.

BOOKS:

ACCESS: The Supplementary Index to Periodicals

American Caesar: Douglas MacArthur; 1880-1964 - William Manchester

American Hunger - Richard Wright

Anno's County Book - Leo and Diane Dillon

Baseball's Best: The Hall of Fame Gallery - Martin Appel

Behind the Sealed Door: the Discovery of the Tomb and Treasures of Tutankhamun
Irene and Laurence Swinburne

The Best of Sail Cruising - Anne Madden

Biographical Dictionary of the Confederacy - Jon L. Wakelyn

Bloodline - Sidney Sheldon

Castle - David Macaulay

Chess for Children Step by Step: A New Easy Way to Learn the Game - William
Lombardy and Betty Marshall

Chesapeake - James Michener

Coca-Cola: an Illustrated History - Pat Watters

The Complete Book of Running - James Fixx

Consumers Index to Product Evaluations and Information Sources

Day by Day - Robert Lowell

Death is Natural - Laurence Pringle

Dictionary of American Religious Biography - Henry Warner Bowden

A Distant Mirror: The Calamitous Fourteenth Century - Barbara W. Tuchman

Dogsbody - Diana Wynne Jones

Dragonsinger - Anne McCaffrey

The Empty Copper Sea - John D. MacDonald

The Essays of E.B. White - E.B. White

The Essential Guide to Prescription Drugs: What You Need To Know for Safe
Drug Use - James W. Long

Evergreen - Belva Plain
 Eye of the Needle - Ken Follett
 The Eyes of the Amaryllis - Natlie Babbitt
 The Far Pavillions - M.M. Kaye
 Finding Our Fathers: A Guidebook to Jewish Genealogy - Dan Rottenberg
 Fools Die - Mario Puza
 Garth Pig and The Ice Cream Lady - Mary Rayner
 Gnomes - Wil Huygen
 Great North American Indians: Profiles in Life and Leadership - Frederick J. Dockstader
 Henry S. Fate & Other Poems - John Berryman
 Hobberdy Dick - K.M. Briggs
 I Am The Cheese - Robert Cormier
 If Life Is A Bowl of Cherries - What Am I Doing In The Pits? - Erma Bombeck
 Illusions: The Adventurs of a Reluctant Messiah - Richard Bach
 In Search of History: A Personal Adventure - Theadore H. White
 Index to Free Periodicals
 Jackie Oh! - Kitty Kelley
 Land Investment - Maury Seldin
 The Life and Time of Chaucer - John Gardner
 Little Dogs of the Prairie - Jack Denton Scott
 The Managerial Woman - Margaret Henning and Anne Jardim
 Matters of Fact and Fiction: Essays 1973-1976 - Gore Vidal
 Monthly Periodical Index
 Mouse Woman and her Mischief-Makers - Christie Harris
 My Mother/My Self: The Daughter's Search for Identity - Nancy Friday
 National Dictionary of Addresses and Telephone Numbers
 No Bed of Roses - Joan Fontaine
 Noah's Ark - Peter Spier
 The Only Investment Guide You'll Ever Need - Andrew Tobias
 The Path Between the Seas: The Creation of the Panama Canal 1870-1914
 McCullough, David
 The People Shapers - Vance Packard
 Popular Periodical Index
 Prelude to Terror - Helen MacInnes
 The Pro Football Mystique: An Irreverent Look at Sunday Afternoons and
 Monday Nights - Dave Klein
 Pulling Your Own Strings - Dr. Wayne W. Dyer
 The Quicksand Book - Tomie DePaola

The Quilters: Women and Domestic Art - Patricia Cooper
Ramona and Her Father - Beverly Cleary
Readers' Guide to Periodical Literature
Robert Kennedy and His Times - Arthus M. Schlesinger, Jr.
Samuel Johnson - W. Jackson Bate
Scruples - Judith Krantz
Second Generation - Howard Fast
Sisters and Strangers - Helen Van Slyke
The Snow Leopard - Peter Matthiessen
Somebody's Darling - Larry McMurty
The Street Sparrows - Rose Ayers
The Stories of John Cheever - John Cheever
A Summer to Die - Lois Lowry
Thursday The Rabbi Walked Out - Harry Kemelman
Till Death Us Do Part: A True Murder Mystery - Vincent Bugliosi with Ken
Hurwitz
Time for Truth - William E. Simon
A Very Young Rider - Jill Krementa
War and Remembrance - Herman Wouk
The Woman Doctor's Diet for Women - Barbara Edelstein, M.D.
The World According to Garp - John Irving

MAGAZINES:

Administrative Management	Aging
American Libraries	Apartment Life
Atlantic	Barron's
Boy's Life	Camera 35
Changing Times	Commentary
Commonweal	Dance Magazine
Dun's Review	Ebony
Florida Monthly	Food & Nutrition
Fortune	Horn Book
Human Behavior	Lakeland Boating
Library Journal	Miami Herald
Miami Magazine	Money
Ms..	New Republic
New York Times Book Review	New Yorker
Playboy	Psychology Today
Publishers Weekly	Retirement Living
Rolling Stone	Runner's World
School Library Journal	Seventeen
Soccer	Southern Living
Tennis Magazine	Washington Post
Writer's Digest	

Appendix C

PERSONS CONTACTED (Interviews)

County Officials

Peggy B. Evatt, Chairman, Board of County Commissioners
Tony Smith, Assistant County Administrator (and Chairman, Library Task Force)

Library Task Force

Frank Brutt, Area Planning Board Director
Mark Foley, Lake Worth City Commissioner
Dorothy Kunze, Citizen Representative
John Orr, Palm Beach Gardens City Manager
Robert Sanders, Belle Glade City Manager
Thomas K. Schroeder, Palm Beach County Budget Analyst

Library Advisory Board

Gloria Anderson, Atlantis
Bonnie Bergen, West Palm Beach
Phillip Corr, Tequesta
Ingrid Eckler, Delray Beach
Mary Ernst, Juno Beach
Minnie Friedlander, Boca Raton
Harry Gragg, Juno Beach
Selma Guggenheim, Boca Raton

Librarians*

Daniel Austin, Palm Beach County Central Library
Lynn Brink, Riviera Beach
Janean Campanaro, Palm Springs
Gary Corrigan, Palm Beach County Mobile Library
Virginia Farace, Boynton Beach
Annette Gant, Palm Beach Gardens Branch
John Hillis, West Palm Beach
Bruce Kauffman, Boca Raton
Phyllis Lilley, Belle Glade
Margaret Link, Lake Worth
Kathleen K. Perinoff, Palm Beach County Library System
Gail Peterson, Palm Beach County Library Extension
Martha Poole, Okeechobee Branch
Harry R. Skallerup, Florida Atlantic University
Jacqueline Zaborski, North Palm Beach

Municipal Officials*

Louis Y. Horton, Mayor, Highland Beach

State Officials

Virginia C. Grigg, Florida State Library

*Each of the persons visited in their respective library (excluding Mobile Library).

Appendix D

BACKGROUND INFORMATION

1. Background Statement on Library Systems (memorandum to Florence Biller). Lynn Brink, September 23, 1977.
2. Champion Map of Palm Beach County, Florida. Champion Map Corporation, 1977.
3. Contract Payments Made To Municipal Libraries By The Palm Beach County Public Library Taxing District. n.d.
4. County Library Organization Chart. Palm Beach County Public Library System. n.d.
5. Development Plan for the Palm Beach County Library System, A. Arthur D. Little, Inc., November 1969.
6. Florida Statutes Chapter 76-460 (Palm Beach County Library). current.
7. Florida Statutes Chapter 257 (State Library). current.
8. Municipal Library Agreements (memorandum response to Dennis Koehler memorandum of May 10, 1977). Florence E. Biller, May 18, 1977.
9. Municipal Library Contracts (memorandum to Lake Lytal). Florence E. Biller, March 30, 1977.
10. 1978 Florida Library Directory with Statistics for 1977. Division of Library Services, June 1978.
11. Palm Beach County Code Article II (County Administrator). current.
12. Palm Beach County Library Situation (letter to Dorothy Brock). Lynn Brink, March 11, 1977.
13. Palm Beach County Library Situation (letter exchange between Mayor Bobbie E. Brooks and Virginia C. Grigg). October 25, 1977 and November 2, 1977.
14. Palm Beach County Library Situation (letter to Board of County Commissioners). John C. Sansbury, County Administrator, November 22, 1977.
15. Palm Beach County Library Situation (various news stories from "Belle Glade Herald," "Boca Raton News," "Courier," "Delray Beach News-Journal," "Miami Herald," "Palm Beach Post," and "Palm Beach Times.") 1977 and 1978.

16. Palm Beach County Library Study Questionnaire. Richard L. Waters, Library Consultant, November 1978.
17. Palm Beach County Maps, Charts and Statistical Data. Area Planning Board of Palm Beach County, July 1978.
18. Palm Beach County Public Library System User Survey. February 1976.
19. Position of the Palm Beach County Library Advisory Board on the Basic Recommendations of the Arthur D. Little Report. n.d.
20. Profile of Palm Beach County Municipalities, A. Area Planning Board of Palm Beach County. January 1978.
21. Ready for the Boom. "Palm Beach Post" writer Robert Burns, September 4, 1977.
22. Report on the County Library System. John C. Sansbury, County Administrator, December 27, 1977.
23. Response to County Administrator's Report on the Cooperative Library System dated November 22, 1977 (memorandum). Palm Beach County Library Taxing District Advisory Board, December 20, 1977.
24. Response to Lynn Brink Letter (letter to Lorraine D. Schaeffer). Florence E. Biller, October 7, 1977.
25. Review Intent and Administration of State and Federal Funds (letter to Florence Biller). Lorraine D. Schaeffer, April 4, 1977.
26. State Aid to Libraries and L.S.C.A. Grants (telephone report). Lorraine Schaeffer, September 28, 1977.
27. Subregional Program for the Blind & Physically Handicapped (memoranda to Florence E. Biller). Catherine E. Washington, August 23, 1977, and September 27, 1977.

Appendix E

PALM BEACH COUNTY LIBRARY STUDY

Preliminary Report

A Preliminary Report was prepared and filed January 22, 1979. The purpose of the document was to stimulate thinking re some specific ideas. There was no intention on the part of the Consultant to accomplish anything more than gain feedback from the Palm Beach County library community and other interested parties.

The cover letter, Preliminary Report, and copies of responses follow.

The respondents were:

Library Task Force, E7 - E12

Palm Beach County Library Taxing District Advisory Board, E13 - E16

Lynn Brink, E17 - E21

Virginia K. Farace, E22 - E25

Kathleen K. Perinoff, E26 - E29

Lorraine D. Schaeffer, E30 - E32

Jacqueline M. Zaborski, E33 - E36

WATERS

January 22, 1979

Mr. Tony Smith
Assistant County Administrator
Palm Beach County
Box 1989
West Palm Beach, Florida 33401

Dear Mr. Smith:

Here are two (2) copies of my Preliminary Report. A copy is also being sent to Lorraine D. Schaeffer, Florida State Library, as requested.

This Preliminary Report does not speak, directly, to the matter of library organizational structure, e.g. consolidated vis-a-vis federated vis-a-vis some other form. The Final Report will address this matter.

Wide distribution, followed by feedback, will be beneficial to me. Comments made in this Report may, or may not, appear in the Final Report.

Thank you.

Sincerely,



Richard L. Waters
Library Consultant

cc: Kathleen K. Perinoff
Lorraine D. Schaeffer

E2

PALM BEACH COUNTY LIBRARY STUDY

PRELIMINARY REPORT

Prepared by

Richard L. Waters
Library Consultant

January 22, 1979

"It did not hurt when we dropped out of the System. It should have hurt (this library). But, it didn't."

Those words, spoken by an administrator of a municipal library in Palm Beach County, summarize the major problem facing library service in the County. The "system" is nearly a non-system as far as meaningful planning, cooperation, and service delivery are concerned. What now exists is a scattering of public library outlets, all struggling to provide service -- none succeeding as well as they could, or should, or would like to.

Before proceeding, let it be understood that this Library Consultant believes that there is much more positive -- past, present, and potentially the future -- to say about public library service in the County than there is negative. However, as is often the case, energies are focused upon the negative, news reporting is more interested in the warts, and thus progress is difficult to achieve.

The purpose of this Preliminary Report is to stimulate discussion in and among those interested in library service in and for Palm Beach County. It is further hoped that this Consultant will receive feedback from interested parties in time to be considered in preparation of the Final Report. February 10, 1979, would be the latest date that the Consultant could profit from comments if the end-of-February deadline is to be met.

What follows is a series of thoughts/ideas which may, in the final analysis, be reflected in the Final Report. No attempt is being made at this time to apply cost or supportive data (although such is available now to the Consultant in most instances).

Governance

1. The size and constitution of the Library Taxing District Board is (a) too large, (b) unwieldy, (c) not representative of the entire County. A smaller Board, possibly consisting of representatives from some/all of the municipalities having substantial public libraries, coupled with one to three "at-large" members (including the Chair) appointed by the Board of County Commissioners, is now viewed as an improvement.

2. Regardless of the makeup of the Library Board, monthly meetings should be held on a regular basis (quarterly?) in municipal library meeting rooms. The balance of the meetings would be held at the County Headquarters building.
3. The appointment of the County Library Director should be the responsibility of the County Administrator, approved by the Commissioners, with the Library Board asked to participate in the screening process.
4. The talents of the municipal library administrators should be tapped on a regular basis, perhaps by the establishment of a "Library Director's Council."

Planning

1. The present method of contractual arrangements negates any effective long-range planning. Meaningful progress will be difficult to achieve as long as any one entity can float in and out of the "system" at will.
2. The imbalance of library units clustered in the north quadrant of the County (Lake Park, North Palm Beach, Palm Beach Gardens Branch, Riviera Beach) has resulted in a relative small segment of the population being overserved -- to the ultimate detriment of the balance of the quadrant (and the County). The present pattern also distorts the financial picture.
3. A role for Palm Beach (the city) needs to be found. After all, it does have the second highest net taxable real estate valuation (fy 1977) among the thirty-seven municipalities within the County. One would like to think that it would reflect an attitude similar to that of Highland Beach as far as the future is concerned. And, inasmuch as the Palm Beach The Society of the Four Arts Library is a private institution, it seems reasonable that the city should be in the Library Taxing District.
4. A role for Palm Springs must also be found. Its sparkling new building can be an asset, although its location, both within the Village and its proximity to the County headquarters building, is unfortunate.
5. Belle Glade, as well as other Glades communities, are fixed regards their location. They exist to serve an important segment of the County. Plans should be made to incorporate the residents as full partners of the library program. A start would be to increase the courier service so it would serve Belle Glade on a par with coastal-side communities.

Finance

1. Nearly \$1 million has been paid out to the contracting municipal libraries since the creation of the Taxing District Library. On an annual basis the amount of money any one library receives is a small percentage of the indi-

vidual library budget. The service impact made by the funds would be hard to identify. The same dollars, if expended for county-wide services, would do more/have done more to strengthen library service. However, the clock cannot be reversed. Therefore, the future expenditure of funds is what we want to focus on.

2. Less confusion would result if all residents could agree on a uniform non-resident fee structure, perhaps a structure more clearly tied to direct usage.
3. A county-wide Friends of the Library, if organized and functioning, should produce increased support for all libraries. It might also hold periodic book sales, selling discards and gifts not added to the permanent collections.
4. The County Library policy of not charging fines for overdue books or requiring patrons to pay for requests (reserves) book service denies the Library some additional monies, but more importantly adds costs to the operation -- books passed from reader to reader on one check-out, and much staff time spent processing the many requests (reserves).

Services

1. If permissible within State of Florida rules and regulations, Florida Atlantic University Library should be considered as the prime inter-library loan resource for Palm Beach County residents. FAU would be accessed after the public libraries, including the County Headquarters, had first been tried. FAU would have to be financially compensated.
2. The expenditure of time and money determining who has used which library might better be spent if all libraries opened their doors to all residents and offered reciprocal borrowing.
3. The importance of agriculture to Palm Beach County is great. Thus, the people who work in the fields are also important to the County. Library service, albeit not the traditional, for the migrant labor force should be a priority. Grant funds may be available to supplement and enrich regular funds and programs.
4. As the oldest public library in the County and also the depository for Florida documents, coupled with the \$500,000 special appropriation, the West Palm Beach Public Library could play a significant role in the future, perhaps as a reference center. However, a solution to the parking problem will need to be found.
5. Consideration should be given to including all County Library branch personnel with supervisory responsibilities in the book selection process. Staff which works directly with the public in the branch libraries should have meaningful input re collection development for the unit(s) where they are employed.

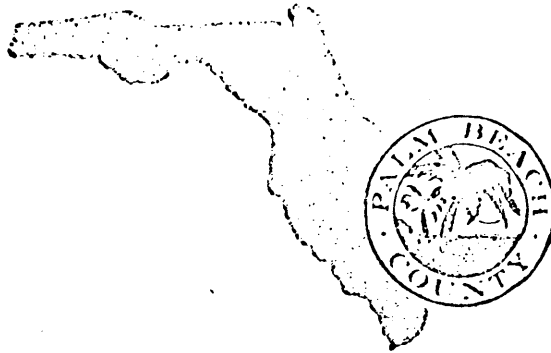
6. As an alternative to the continuation of cash payments to cooperating municipal libraries, consideration should be given to providing expanded services. For instance:
 - a. Expand and extend the COM catalog (or switch from COM to an on-line catalog using CRTs).
 - b. Coordinated county-wide programming for all ages.
 - c. Comprehensive promotion of library services. A first effort could be the upcoming National Library Week.
 - d. A materials processing center.
 - e. Increased interlibrary loan service.
 - f. Expanded audio-visual services.

Other

1. The County policy of requiring departments to justify filling each and every vacant position is to be applauded from the standpoint of potential dollar savings. However, for the policy to be truly effective there must be (a) prompt attention to each and every request, and (b) a minimal amount of paper work. If attention is not prompt and/or if the paper work is excessive, then the public will suffer due to staff shortages.

Board of County Commissioners
Bill Bailey, Chairman
Dennis P. Koehler, Vice-Chairman
Peggy B. Evatt
Frank Foster
Norman Gregory

County Administrator
John C. Sansbury



February 8, 1979

Mr. Richard Waters
Library Consultant
2510 Telegraph
Dallas, Texas 75228

Dear Mr. Waters:

Please find enclosed comments to the preliminary draft of the study on the Palm Beach County Library system. Although the preliminary report was disseminated/distributed to the Board of County Commissioners, Library Task Force, Library Advisory Board and municipal librarians, these comments only represent the sentiments of the Library Task Force. Several municipal librarians have indicated that they will submit their comments to you directly.

In reviewing the preliminary report, several Task Force members have asked that you submit a more finalized version of the study prior to issuance of the final report. Also, please send me an original copy of the invoice covering the final payment for services rendered relative to completion of the consultant study on the Palm Beach County Library system. If there are any questions regarding the comments on the preliminary draft or the invoice, please feel free to contact me at 837-2250.

Sincerely

Tony Smith
Library Task Force Chairman

CC: Board of County
Commissioners
Library Task Force
John C. Sansbury, County
Administrator
Moirah Kehoe, Asst. County Attorney
Kathy Perinoff, Director, Library

Attachments

TS:nh

E7

GOVERNANCE

1. The size of the Board is set by law. Any recommendations for changes in laws should be part of the implementation of your recommended system.
2. Meetings are generally held at locations of convenience and available staff support. The purpose for your suggestion should be explained.
3. The process of selecting a library director is set by law. Any recommendations for changes in laws should be part of the implementation of your recommended system.
4. Who would tap the municipal librarians' talents, and for what purpose? A good suggestion by itself, but does this mean that municipal library directors would otherwise be excluded from participation in the system?

PLANNING

1. It is difficult to contract for multi year periods; funding is to be on a year-by-year basis.
 2. This is an observation; what can be done?
 3. The city funds the Society's library, thereby exempting the city from inclusion in the Tax District.
 4. and 5. These are observations; what can be done? Also, a downtown parking facility, a city block away, will be open soon.
-

FINANCE

1. The dollars paid through contracts to an individual library may not be an insignificant amount in the eyes of that library's director. Librarians may not prefer to receive services over dollars. Facts should be presented to substantiate your opinion.
2. There are arguments for and against a uniform fee for non-resident users. Before any decision can be made the costs and benefits must be explored, with consideration for the type of library system recommended.
3. It is felt that a friends of the library organization would be primarily a public relations medium, and not one for fund-raising.
4. The costs and benefits of these fines and fees should be addressed.

SERVICES

1. It is our understanding that direct use of the university's library is prohibited.
2. We are aware of this imbalance; what can be done?
3. It needs to be substantiated that opportunities in library service to the migrants are being forgone. Are there other, innovative service programs which would be of benefit?
4. This is an observation; what can be done?
5. Branch staff are performing these duties.
6. The type of services to be considered as alternatives should follow the type of system proposed.

OTHER

1. This is a general recommendation to the County, not related to the library system design.

* * * * *

PLEASE NOTE:


Both the Task Force and the Audience expressed disappointment that observations and opinions, rather than alternatives and proposals were provided. The latter was needed to provide you with guidance and feedback for the completion of your study. Is it possible for you to remedy this, and to reply to our comments prior to preparing your draft?

Board of County Commissioners
Bill Bailey, Chairman
Dennis P. Koehler, Vice-Chairman
Peggy B. Evatt
Frank Foster
Norman Gregory

County Administrator
John C. Sansbury



January 25, 1979

TO: Board of County Commissioners
FROM: Mr. Tony Smith, Asst. County Administrator 
RE: Preliminary Draft Report on the Library System of
Palm Beach County

Please find attached a draft/preliminary copy of the consultant's report on the County Library System. Information contained in the preliminary report may or may not be published in the final study. Mr. Richard Waters, Library Consultant, is requesting comments on the preliminary report for use in preparing the final study; however, comments or concerns must be received by him no later than February 10, 1979, in order to ensure that such information is considered for inclusion in the final report.

Please take the opportunity to review this report, and if you are desirous of a briefing on this subject, please feel free to contact me. For your information, I am sending a copy of the preliminary study to:

Library Planning Task Force
Library Advisory Board
Municipal Library Directors

Hopefully, the aforementioned groups, individuals can provide constructive criticism or observations that will ensure the production of a functional study on the Library System for Palm Beach County.

CC: John C. Sansbury, County Administrator
Kathy Periñoff, Director, Library
Moirah Kehoe, Asst. County Attorney

Attachments (2)

TS:nh

E11

BOX 1989 . WEST PALM BEACH, FLORIDA 33401

Board of County Commissioners
Bill Bailey, Chairman
Dennis P. Koehler, Vice-Chairman
Peggy B. Evatt
Frank Foster
Norman Gregory

County Administrator
John C. Sansbury



January 25, 1979

Mr. Tom Schroeder
Budget Analyst
Palm Beach County Budget Dept.

Dear Mr. Schroeder:

Please find enclosed the first draft/preliminary copy of Mr. Richard Waters', Library Consultant, report on the Palm Beach County Library System. Mr. Waters has requested that we review and comment on the draft version of the report and forward those comments to him by February 10, 1979.

In order to assist Mr. Waters in maintaining his time schedule, I would like to suggest that we meet on Monday, February 5, 1979, at 2:00 p.m. at the Library Headquarters on Summit Boulevard. I would further suggest that you write down your comments, if there are any, and use your written draft for discussion purposes.

I am sending a copy of Mr. Waters' preliminary draft to the Board of County Commissioners, Library Advisory Board, and Municipal Librarians for their review and comments. If there are any questions regarding the report or the meeting, please feel free to contact me at 837-2250.

Sincerely

Tony Smith
Chairman, Library Planning
Task Force

CC: Board of County Commissioners
John C. Sansbury, County Administrator
Moiria Kehoe, Asst. County Attorney
Kathy Perinoff, Director, Library

Attachments (3)

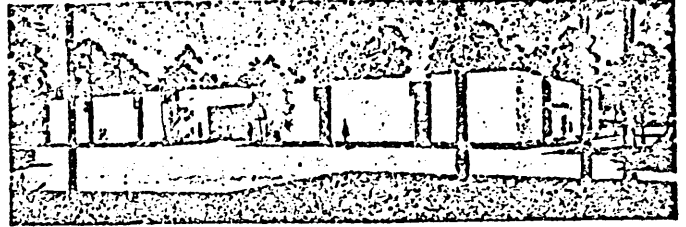
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BOX 1989 . WEST PALM BEACH, FLORIDA 33401

PALM BEACH COUNTY PUBLIC LIBRARY SYSTEM

3650 SUMMIT BOULEVARD
WEST PALM BEACH, FLORIDA 33406
TELEPHONE (305) 686-0895



February 8, 1979

Mr. Richard Waters
Library Consultant
2510 Telegraph
Dallas, Texas 75228

Dear Mr. Waters:

Thank you for the opportunity to comment on your Preliminary Report. The Library Advisory Board, which met on February 5, 1979, experienced some difficulty in appraising your report. We found it difficult to judge the merit of your proposals and/or concerns without some knowledge of the type of library system you recommend and how it would be funded.

Nevertheless, we have attempted to comment on the items as listed in the report:

GOVERNANCE

1. The Library Taxing District Advisory Board is of a reasonable size to adequately represent the $\frac{1}{4}$ million residents of the vast Taxing District. It is not the experience of members of this Board that it is unweildly. It is not the purpose of the Library Taxing District Advisory Board to represent the whole county, but rather to represent the Taxing District. It is only proper that the Board come from the people who are paying the tax.

This is also the case for the Library Boards of the municipal libraries. As long as these boards are autonomous, the representation should come from the separately taxed areas.

County-wide representation would be appropriate to a consolidated system board.

2. Meetings held at various municipal library locations would be appropriate to either an "umbrella committee" as suggested in the Library Advisory Board's report of December 20, 1977 (a copy of which was supplied to you earlier) or to a consolidated system board.

3. Under the Special Act which established the Palm Beach County Public Library Taxing District the Library Advisory Board recommends the appointment of a Library Director and the Board of County Commissioners appoints. This procedure is most consistent with good library development for the Taxing District. This is also consistent with County policy for the appointment of Directors of Departments whose funding comes from sources other than the General Fund.

4. Meetings of library directors might be a vehicle for communication. However, the meetings would prove of more value if the system were consolidated, and therefore the directors linked administratively.

PLANNING

1. We agree with these statements. Stability of the library system is crucial to county-wide planning.

2. As long as each municipality is autonomous, there is no effective way to deal with this problem. However, the Palm Beach Gardens Branch of the Palm Beach County Public Library should not be included in this group as it is miles from the other libraries listed and is in a rapidly growing community which could not be conveniently served by another library.

3. We agree that a role for Palm Beach, as well as other cities which do not participate in the County Library System should be found. We see no other way to draw these cities into a library system but by a consolidation funded by a county-wide tax.

4. As you know, the Taxing District Library Advisory Board has offered the Palm Springs Library a reciprocal borrowing agreement with no money exchanging hands. The Palm Springs Library Board is currently considering this agreement.

5. The courier service will go to Belle Glade or Pahokee Libraries at any time they notify the County Library, by collect call, that they have materials which cannot be satisfactorily mailed. The cost of such a trip makes such notification advisable.

FINANCE

1. We agree with your assessment of the past expenditure made to the cities and view this as strong evidence for discontinuing such payments in the future. We further agree that services rather than payments would be a wiser function of any proposed system.

2. Until there is central administration of all libraries, confusion concerning non-resident fees, as well as other library circulation procedures, is likely to continue.

3. We agree that a Friends' group is useful to library public relations and support.
4. The County Library's policy concerning fees and fines is under review. We view this as an internal operation which is not necessarily a part of a study of County-wide library development.

SERVICES

1. The type of interlibrary loan contract suggested with Florida Atlantic University does not appear permissable under the Florida Library Information Network. Information concerning the Network is available from the State Library.
2. We agree with reciprocal borrowing, with no money exchanging hands, as one solution toward better public service.
3. An LSCA grant project for migrants has been administered by the County Library in the past. We agree that library service should be available to all residents of the county.
4. Parking and accessibility are barriers to the use of a reference center in the West Palm Beach City Library by county residents. Such a reference center should be accessible to all residents of Palm Beach County.
5. It is the procedure of the County Library to encourage meaningful input in collection development by branch personnel.
6. These suggested services are good but a stable, unified system is a prerequisite to the successful implementation of them to the benefit of all county residents.

OTHER

1. We strongly agree with your recommendations concerning the administration of the County position justification system.

At the Task Force meeting of December 6, 1978 you listed those considerations which would be addressed in your Final Report. Among these considerations were governance for the immediate future, for the next 2-5 years, and beyond five years. We feel that this approach of addressing the formation of a system in stages according to set priorities would be most helpful. We would like to see this approach further expanded in your coverage of library services, including a ranking by priority and recommended budgets, including staffing.

In conclusion, the Library Advisory Board feels that what you have said is of great interest and that you have made some good points. We are of the opinion that you have made suggestions which can only be implemented through a consolidated library system funded by a county-wide tax.

We found much to agree with in this report, if the system administering them is funded in such a way that all county residents share equally in their funding.

Sincerely,

Ingrid E. Eckler KKP

Ingrid E. Eckler
Chairman

Palm Beach County Library Taxing District
Advisory Board

IEE:KKP:sc



CITY OF RIVIERA BEACH

22 W. 22nd STREET

RIVIERA BEACH, FLORIDA 33404

OFFICE OF
LIBRARIAN

February 2, 1979

Richard Waters
Library Consultant
2510 Telegraph
Dallas, Texas 75228

Dear Mr. Waters:

Enclosed are my comments on your preliminary report. I am sending copies of both the report and my comments to library board members and city officials, and will immediately forward any response which I receive.

The report strikes me as rather vague and miscellaneous. I feel they will have a hard time responding to it so I will also ask for any thoughts they wish to express to you on the subject of a county system.

I am planning on attending the February 5 meeting and will give the task force copies of my comments. The meeting may answer some of my questions and bring up points I hadn't considered.

If these seem significant I will send a brief addendum. I hope my comments are helpful to you.

Sincerely,

Lynn Brink,
Library Director

LB/amr
Enc.

Governance

- 1) While under the present structure, the size and constitution of L.T.D. Board is a matter internal to Taxing District Library, I would make these comments:
 - a) Municipalities and municipal libraries should be informed who is appointed from their area, and how to contact this person.
 - b) A suggested criteria for appointment for members from municipalities should be familiarity with the municipal library.
 - c) What does "representatives from municipalities" mean? Representatives in what way? To my knowledge current L.T.D. members while they may live in a municipality are not encouraged to have contact with municipal officials or municipal libraries in their areas. Is the consultant considering making the L.T.D. board a System Board?
- 2) Holding meetings at municipal libraries, would encourage contact between L.T.D. Board members and municipal library boards, staff and residents.

Further comments: I feel strongly that some sort of system board is needed whether it results from changes in the L.T.D. Board, or from the setting up a separate board consisting of representatives from the L.T.D. Board and the municipal library boards. I don't believe the changes implied for the L.T.D. Board are enough to make it viable as a system board.
- 3) Again an internal L.T.D. matter, but I agree.
- 4) Full participation of municipal library directors in establishing and implementing a county-wide plan for library services is vital. Sharing talents, ideas and problems is necessary, but secondary to this.

Planning

- 1) True, but what alternative will be offered? Longer contracts would probably be acceptable. If the system is valuable enough to members, members will be very unlikely to leave.
- 2) True, but here we all are; everyone of us with a constituency of loyal users. I like to think Riviera Beach Library is particularly unique. More and more it is fitting itself to serve the needs of the black community on the city and on the North side of West Palm Beach. The number of minority children whom the library is now serving is really exciting. I believe our extensive service to day care centers is unique and very effective. Our first reading tutorial project failed, but a second is about to start up. We are beginning to work with local high school students on teen programming. I could go on but, in short - our constituency is unique, our collection and services are becoming more so as we try to meet their needs.

- 3) It would be surprising if Palm Beach would voluntarily participate in the L.T.D.
- 4) A role for Palm Springs is certainly desirable.
- 5) Belle Glade and Pahokee Libraries deserve far more attention and effort. They should be polled as to their priorities.

Finance

- 1) There has been service impact made by county payment; no doubt, it varies in amount and kind from municipality to municipality. It seems obvious, however, that these funds could now be used more productively to strengthen library service on a county-wide basis.
- 2) I thought this point referred to establishing uniform non-residents fees for resident of areas not participating in the county system and for temporary visitors. I did not understand the phrase, "structure tied to direct usage," but assumed it must mean tied to average cost of providing service per patron. Our library could cooperate if this is what is meant.

In talking with other library directors, I found entirely different interpretations including that a system of fees for users who are non-residents of one's own city although residents of areas belonging to the county system was being proposed. This is totally undesirable in my opinion.

- 3) Our Friends of the Library would probably be interested in participation in a county-wide Friends' group, but their main efforts would remain directed towards projects for the Riviera Beach Library.
- 4) Riviera Beach also does not charge fines or reservation fees. We would reluctantly consider a uniform policy if other members felt it was important. Our library would not receive any financial benefit; incoming revenue goes to the city general fund. We adopted a no-fine policy because we felt accumulated fines were causing large numbers of lost-in-circ books.

Our circulation librarian does not consider the consultant's objections to no fines and no reservation fees valid for this library. The only disadvantage we have experienced is the increase in postage and staff time caused by increased overdues; so far we feel this is balanced by increased return of lost-in-circ or potential lost-in-circ books and by the public relations value of these policies with our particular community.

Further comments: Only points #1 (and #2, if I have misinterpreted it) would have any significant impact on financial aspect of libraries in the county.

Services

- 1) More interlibrary loans should be filled within the county; however, an arrangement with FAU which would cost county or city funds when the State provides a free ILL with an indirect FAU link, may not be in our best interests.
- 2) See No. six.
- 3) Agreed.
- 4) Agreed. A related suggestion is that funds be found to develop a U. S. documents collection in the West Palm Beach Library. FAU is too far from the northern half of the county. Better access to documents is urgently needed.
- 5) No comment.
- 6) City Council would have to accept the principle of expanded service in lieu of cash payments. If the library director, the board and members of the Friends group made a positive recommendation based on their belief that specific, significant expansion of services were reasonably guaranteed, Council would give serious weight to these recommendations.

Priorities for expanded services should be determined by the members of the system based upon the ability and willingness of the service provider to undertake the particular services desired. The perceived needs of members will differ and it will be necessary to arrive at a consensus.

Comments on examples

The following services are needed and would seem to be easily agreed upon as such; details of service expansion would need to be specified.

- c) Comprehensive promotion of library services.
- e) Increased interlibrary loan.
- f) Expanded audiovisual services.

- a) COMCAT - Is the L.T.D.'s data base compatible with other data bases (national, state, other counties, etc.)? Would we be expanding a system that needs to be redone?
- b) Coordinated county-wide programming could be useful, but is not a high priority item here.
- d) I would like to see a materials processing center so that staff would be freed for more public service time; however, since the L.T.D. doesn't process its own materials, where is the base for starting a center?

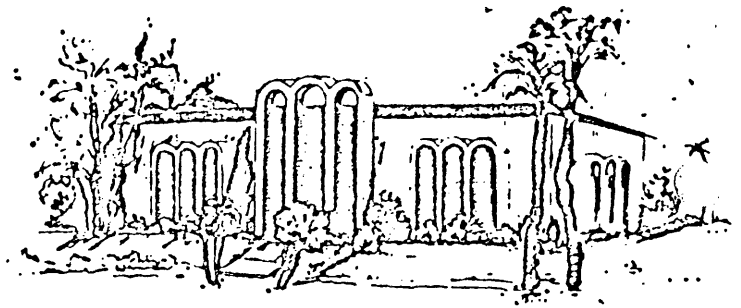
Other Suggestions

Funding should be provided for a system coordinator/consultant with provision that s/he not be solely responsible to the Library Taxing District. Someone needs to be concerned on a full-time

basis with planning for improved county-wide services and for maintaining and promoting the cooperation which we all say is desirable. Individual library directors including the L.T.D. Director, are too heavily involved with the day-to-day operation of each library to be able to focus the time and attention necessary to achieve system objectives without this help.

BOYNTON BEACH CITY LIBRARY

208 SOUTH SEACREST BLVD.
BOYNTON BEACH, FLORIDA 33435
PHONE: 732-2624



MEMO TO: Richard L. Waters, Library Consultant
FROM: Virginia K. Farace, Director *V.K. Farace*
RE: Preliminary Report, Palm Beach County Library Study
DATE: February 7, 1979

The following comments have been reviewed by our library board and the members are in unanimous agreement with them.

The Preliminary Report was a disappointment since it did not address the matter of organizational structure. Because of that, your thoughts/ideas must be discussed out of context, making it difficult, if not impossible, to comment realistically. However, in compliance with your request, I submit the following:

GOVERNANCE

1. Are these changes to make the Library Taxing District Board a system-wide board, or are they in addition to setting up a system-wide board? In my opinion, a separate board would be NEEDED. The changes listed are not sufficient for creating a system-wide board. Representatives from the municipal libraries would be a must. Who would recommend/select/appoint the municipal representatives? It should be noted that until recently, the LTDB did have some representatives who lived in municipalities. Unfortunately, most were not conversant with their local libraries, nor were they encouraged to become so. Would this system-wide board be an advisory or managerial body? What role will municipal boards have in a county-wide system?
2. Assuming this is a system-wide board, meetings should rotate monthly among all member libraries.

3. I am assuming that you are referring to the director of the County Library. If so, this is a county policy matter, but your recommendation seems appropriate. Are you considering a separate director or coordinator for a county-wide system? The amount and type of cooperative work that needs to be accomplished seems to indicate the need for an independent coordinator. What guidelines do you propose for her/his selection?

4. Generally speaking, this is a logical and necessary recommendation. But we do need more specifics as to total system structure in order to know exactly what the "tapping of our talents" means and what importance, if any, our "talents" have to the structure.

PLANNING

1. If there is a meaningful system, entities will not want to float in and out. All parties are interested in long-range planning and longer contracts might be negotiated. A contractual system can ensure that progress is made without complacency setting in.

2. In my opinion, Riviera Beach is not part of any north-county problem, if one exists. They serve a distinct population group, different from the other north-county communities. It should be noted that both North Palm Beach and Lake Park libraries, in addition to a Riviera Beach library, existed before the County branch was located in Palm Beach Gardens. Since this branch is in rented quarters, relocation of the branch might be investigated. However, I believe you will find that Palm Beach Gardens will not readily give up what it feels is its "own" library, any easier than one of the municipalities.

3. Palm Beach itself needs to address this point.

4. I believe it is "unfortunate" that you felt the need to single out the

location of the Palm Springs Library. Its existence is a reality and the community has had that goal as a priority since incorporation. In my opinion, a more positive approach to its community identity and spirit would find a more receptive audience. What role are you proposing?

5. Belle Glade and Pahokee do deserve more recognition, and should be given the opportunity to be part of any plans concerning them. I hope that both they and the coastal-side communities receive more than once-a-week courier service.

FINANCE

1. I agree that the contractual funds received by the municipalities is a small percentage of their budgets. However, I am not so sure that the service impact is that hard to identify. We know where and how those funds were used, but the issue is future expenditures. What are your specific recommendations? You have not directly addressed that issue.

2. I am not exactly sure what you mean by this. Reimbursement to member libraries for non-resident use? Non-resident meaning outside municipality? or outside system? Direct usage structure such as Dallas uses? Who is being financed?

3. A Friends of the Library group could be a public relations asset. However, there are so many financial problems left unsolved, I question including this under the Finance heading. We have a Friends group, and we also sell our unused gifts and discards. The amount of revenue so realized is certainly not going to solve anyone's financial problems.

4. I do not understand the point you are making. Are you advocating a user fee for reserves? Collecting reserve fees will reduce staff time? How? By discouraging reserves? I'm sure I need not go into all of the argu-

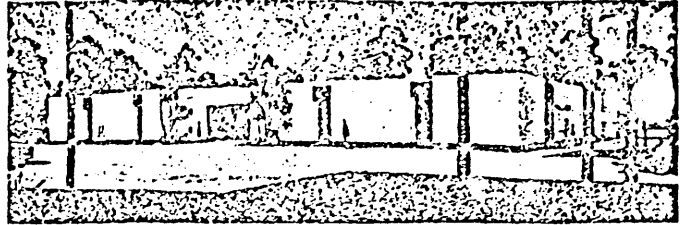
ments against user fees. So far as overdues are concerned, our city law prohibits fines being used by the generating department. Even if we did retain our fine money, using fines as a revenue source again brings forth basic philosophical arguments.

SERVICES

1. This county definitely needs to reinstate local ILL. Florida Atlantic University is already used directly by south county residents. FAU is also a member of the Florida Library Information Network and as such, already receives State aid.
2. This is a hotly contested issue.
3. The migrant labor force in this county needs more study before programs and funding are set. Grant money sounds appropriate.
4. Most of the municipal libraries already look to West Palm Beach as a reference center. Building on their strength is logical as is using the unique strengths of each municipal library.
5. An internal consideration, but very logical recommendation.
6. Accepting services in lieu of cash is a decision that will ultimately be made by our city council. If the municipalities are included in the determination and priority-setting of these services, acceptance will be much easier to recommend. At this time, the services listed are not sufficient, nor are they detailed enough to elicit support.

PALM BEACH COUNTY PUBLIC LIBRARY SYSTEM

3650 SUMMIT BOULEVARD
WEST PALM BEACH, FLORIDA 33406
TELEPHONE (305) 686-0895



February 9, 1979

Mr. Richard Waters
Library Consultant
2510 Telegraph
Dallas, Texas 75228

Dear Mr. Waters:

I would like to take this opportunity to respond to your Preliminary Report. I found it interesting from an administrative point of view and it is from that perspective that I would like to address it.

GOVERNANCE

The Library Advisory Board has already addressed your comments concerning the Taxing District Library Advisory Board. I would like to add that representation in any board should come from those people supporting the system with tax dollars. If you are suggesting a system supported by a county-wide tax, then it is appropriate that areas outside the present Taxing District be represented.

The make-up of such a board which is proposed does not adequately represent the unincorporated areas or those 20 municipalities currently in the Taxing District. I would like to see the representation of such a county-wide board based on population distribution, much as elected officials often are.

I do not agree that the appointment of the Library Director be the responsibility of the County Administrator. This would reduce the authority of the current Library Advisory Board or of any future board. Recommendations concerning the budget and policy would have not have the weight of law behind them. In short, the Board would be reduced to a discussion group on which no serious person would wish to serve.

The County Library Director's situation is analogous to that of the Director of Area Planning. The departments which they direct are not funded by the General Fund; both contract with various cities to provide services. The Director of Area Planning is selected and hired by the Area Planning Board. He serves under contract to the Area Planning Board. Administratively, he follows County Administrative procedures. The County Library Director is appointed by the Board of County Commissioners, the County Library's governing agency, upon the recommendation of the Library Advisory Board. Administratively he follows County Administrative procedures. I would like to see the County Library Director work under contract to the Board of County Commissioners.

I know of no Director of an agency whose funding does not come solely from the General Fund who is selected for hire or appointed by the County Administrator. A County Organization Chart, on which the subject agencies have been marked, is attached.

PLANNING

Of course, I agree that there is no effective county-wide planning of library service. This is the most unfortunate aspect of our lack of an administratively functional, stable system. I see no way to remedy this situation other than by consolidation.

The Library Advisory Board has addressed the practicality of courier service to Belle Glade and Pahokee. I would like to add that as there is presently no system of interlibrary loan between libraries in the county, the courier service is merely redistributing books which have been returned at libraries other than those at which they were checked out. Until a practical system for interlibrary loan, including the access to library collections which it would require, is provided for, the courier service will not do enough business to require more frequent visits.

FINANCE

I agree that the provision of services rather than payments would be an improvement. If you are suggesting that the Library Taxing District fund these services at the rate at which payments have been figured in the past, I would support this as a step to consolidation. However, only as a step to consolidation can it be viewed as in the best interest to the residents of the Taxing District, who would continue to be the only group providing tax support in such a scheme.

The County Library is currently reviewing its policies regarding fines and fees. Our goal is to serve all our patrons, making the library equally accessible to all.

do not regard fines or fees as a way of gaining additional monies, but rather as a tool establishing control of the collection. I am

February 9, 1979

Currently reviewing the alternatives in gaining this control in the most cost-effective, service-enhancing manner.

SERVICES


I was most interested in your mention of COM and on-line catalogs. I see a computerized circulation system, providing on-line access to all outlets as the type service priority of any proposed library system. The benefits of a computerized system in inter-library loan, standardization of circulation and other procedures, etc. are I'm sure, well known to you.

It would be most useful if you would include in your report recommendations for staffing and other budget items for any of the services you recommend.

You have not addressed State Aid, but will, I hope, do so in your final report. I consider the potential increase in State Aid one of the most compelling arguments for consolidation. Many of the services which Palm Beach County is in need of, could be funded through these additional monies.

Thank you for the chance to write to you, informally. I'm looking forward to your next visit.

Sincerely,

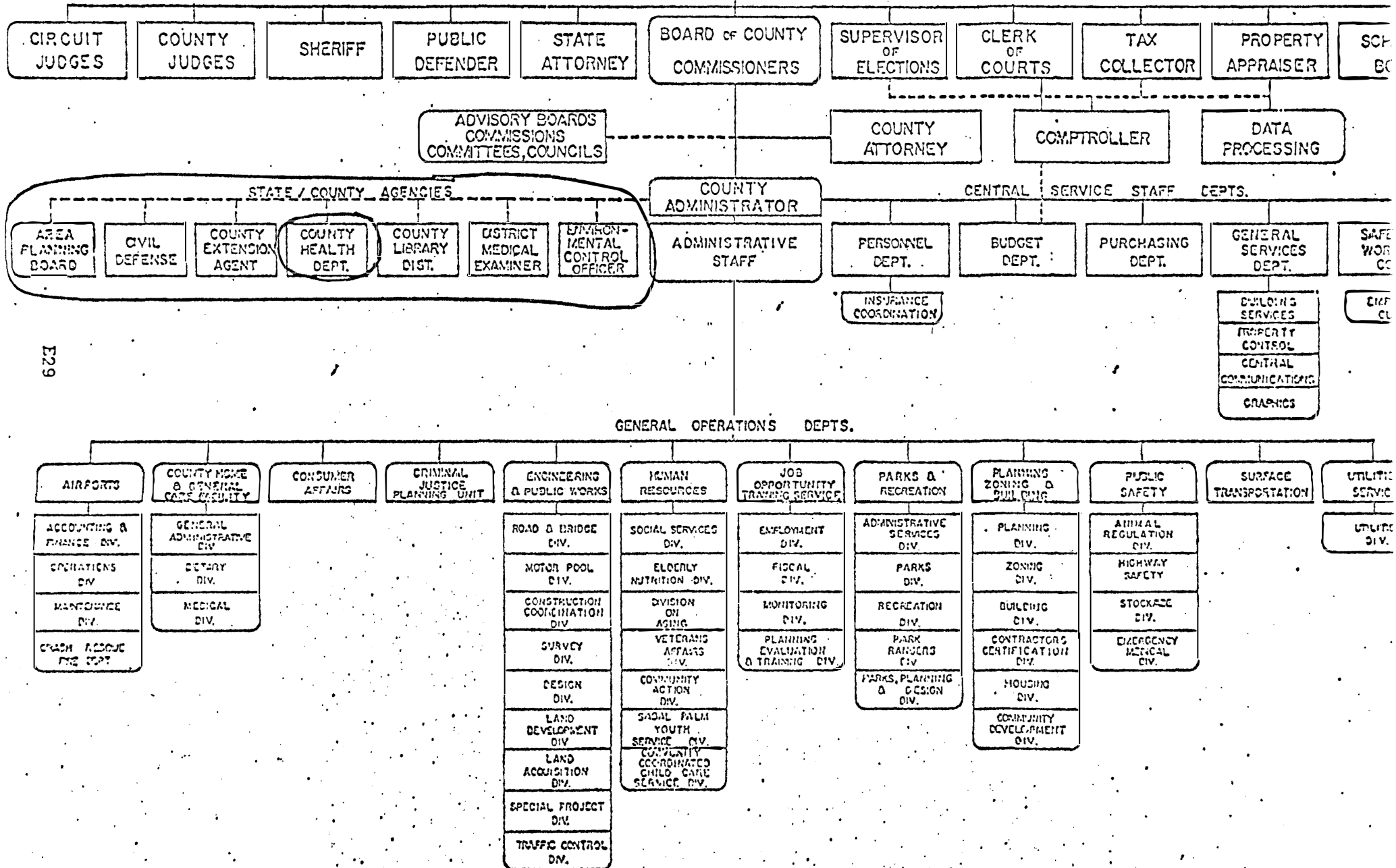

Kathleen K. Perinoff
Acting Library Director

KKP:sc

Attachment

PALM BEACH COUNTY
PUBLIC LIBRARY
3650 SUMMIT BLVD.
WEST PALM BEACH, FLORIDA 33406

ELECTORATE





GEORGE FIRESTONE
SECRETARY OF STATE

Secretary of State

STATE OF FLORIDA

State Library of Florida
R. A. Gray Building
Tallahassee, Florida 32304

February 12, 1979

Telephone: (904) 487-2651
TWX: 810-931-3689

Mr. Richard Waters
2510 Telegraph
Dallas, Texas 75228

Dear Mr. Waters:

I have reviewed your preliminary report regarding the Palm Beach County Library Study. I have made some comments for your consideration and information. They are attached.

Please advise me of when your final report will be available and if you intend to visit Palm Beach County for its review.

Sincerely,

Lorraine D. Schaeffer
Assistant State Librarian

Encl.

COMMENTS ON PRELIMINARY REPORT

Palm Beach County Library Study

GOVERNANCE

1. I would strongly urge a library board of trustees that were appointed at-large, possibly one from each of the five districts in the county. If representation of municipalities or just taxing district were instituted, I fear the individuals involved would feel their role was only to protect the interests of the limited area they "represent". This frequently leads to a less effective group and a more limited approach.

Further, as recommended in the Florida Public Library Standards, there really should be staggered terms of office for trustees and regular rotation off the board of members and change of officers on a regular basis.

4. As regards a "Library Director's Council", I support this cooperative approach to planning and discussion for the betterment of libraries in the county. I seem to recall such a technique having been implemented in the past unsuccessfully. The problem was that the municipal librarians really had very little to say about actual decisions in that they were not the unit held responsible or accountable for action or activities. Then when the administrative unit could not follow up on suggestions or plans for whatever reasons, the group was dissatisfied.

If such a group were initiated, it would be better served if the items under discussion were things that everyone present could affect, that is, if there were a real stake for everyone involved in any plans made.

PLANNING

I agree with all five points under this topic. Unfortunately, I doubt Palm Beach (the city) will do much in the near future to cooperate. Certainly the contractual arrangement presently in practice is not a solid approach to cooperation. It does nothing to promote planned development which would insure the responsiveness of libraries to citizens' needs, especially in areas of collection development, equality of services, programming, or special services.

FINANCE

Although I am uncertain of the approach you will take in this area in the final report, I would comment in one regard. State and federal funds coming into systems must be centrally administered. That is, each library currently existing in the county cannot expect chunks of money to be divided and distributed. I believe there is some feeling that this should be done, especially by the municipalities. We deal with a central library unit which can distribute goods and services. And such a unit must have county participation.

SERVICES

1. For the purposes of interlibrary loan, the State of Florida has established the Florida Library Information Network (FLIN) which has been for approximately ten years providing interlibrary loan of materials and information to the residents of the state. FLIN is a backup to the resources of local public libraries. The State Library is the switching agent and receives all requests from local libraries. We can fill nearly 70% of all requests from our own collection and the remainder are sent to our four resource center public libraries first and then to the ten universities participating in FLIN. This network is funded with state and federal funds.

If your possibility of having the Palm Beach County public libraries contract for direct access to the FAU library were instituted, it would serve to erode the network as it is currently constituted and operated. We would probably see more local libraries using a direct approach in communities where a strong resource collection exists. It is questionable that this would be cost-efficient. Further, our procedures for routing requests have been devised in an effort to accommodate the State University System's desire not to be inundated with public library requests and to have control of their materials. If even one university library were to agree that direct access was acceptable to it, pressures would be placed on others not as cooperative to provide similar access. Obviously, the State Library would oppose a disruption of its networking configuration and the cooperative arrangements it has been able to secure for interlibrary loan services.

VILLAGE OF

 **NORTH PALM BEACH**

VILLAGE HALL • NORTH PALM BEACH, FLORIDA 33408 • 848-3474

January 31, 1979

Mr. Richard L. Waters
2510 Telegraph
Dallas, TX 75228

Dear Mr. Waters:

I was pleased to have the opportunity to read your preliminary report on the Palm Beach County Library situation. Since I agree with many of your ideas, it is doubtful that my comments will prove helpful in completing the report.

The following comments have been made in corresponding order to the enumerated items in the preliminary report.

Sincerely,



Mrs. Jacqueline M. Zaborski
Library Director

JMZ/etw

Remarks - J. Zaborski

Governance

1. The size and constitution of the Library Taxing District Board as suggested by you appears to be excellent in that it would allow for democratic representation from all areas.
2. Fair representation and involvement by all libraries is of utmost importance if we are to work together.
3. The County Library should function as a department of County government; therefore, appointment of the Director should be made by the County Administrator.
4. Again, involvement of libraries concerned is an important factor in obtaining cooperation of the municipalities.

Planning

1. Planning by county and municipalities is hindered by an annual contract. However, county plans should be made known to municipalities so that they (municipalities) can plan, and vice versa. County has advantage of resource persons and materials at their disposal. Municipal library planning is on much less sophisticated level; however, county plans could have significant effect.
2. Agree and disagree. 1) Riviera Beach serves a population far different from other north county municipalities. Imbalance exists but could be alleviated by relocation of Palm Beach Gardens branch. Lake Park and North Palm Beach are in established sites and cannot be moved. More service needed north of North Palm Beach. The area does serve a population of avid library users.
3. Interesting point! Wonder how Palm Beach would react to this?
4. Palm Springs is an unfortunate situation. There again you have the circumstance of "community pride."
5. Agree.

Remarks - J. Zaborski

Finance

- 1.. Agree that the same dollars could have been spent to strengthen county-wide library service. County-wide service needs to be clearly defined. It should be service to all areas and of benefit to all areas - not unique to the Taxing District.
2. Did not understand this statement.
3. Joint efforts might prove effective; however, geographic spread of County may be an obstacle.
4. These policies are not unique to the County Library. Charging for reserves may be first step toward charging for other services - is this what you want?

Services

1. This would appear to be the most expeditious way of processing interlibrary loans. How does State Library channel these loans?
2. Reciprocal borrowing is a great idea; however, reciprocity should be corresponding either in privileges and/or advantages.
3. County Library has in the past received grant funds to serve this population (I believe). Perhaps more funds, such as an ongoing grant are needed.
4. West Palm Beach Public Library would be logical choice for reference center. Financial burden of development should be distributed.
5. Input at this level is imperative.
6. Materials processing center is good idea if it is efficient and effective. Could be detrimental to speedy service but save lots of dollars.

A centralized or uniform circulation system would be desirable. Also, uniform policies would be desirable.

There are numerous alternatives to cash payments. Not only do they benefit each library but develop the entity of a County System.

TO

Richard L. Waters
2510 Telegraph
Dallas, TX 75228

FROM

VILLAGE OF NORTH PALM BEACH

501 U. S. #1

NORTH PALM BEACH, FL 33408

Phone: (305) 848-3474

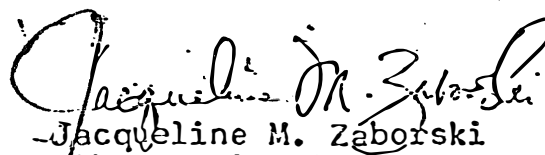
SUBJECT: Additional comments on preliminary report.

DATE: 2/5/79

FOLD 1 Governance of the P.B.C. System is an interesting matter. Legally, what are the parameters and can your proposals be realized within the law?

Must emphasize that County Taxing District does not serve the entire County, nor are they legally charged to do so.

Financial support for County-wide service must be clearly stated (sources) and legally possible.



Jacqueline M. Zaborski
Library Director

PLEASE REPLY TO → SIGNED

REPLY

DATE:

SIGNED

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